United Nations A/62/750

General Assembly

Distr.: General
17 March 2008

Original: English

Sixty-second session
Agenda item 142
Financing of the United Nations Operation in Côte d'Ivoire

Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2008 to 30 June 2009

Report of the Secretary-General

Contents

		Paragraphs	*Page*
I.	Mandate and planned results	1–72	4
II.	Planning assumptions and financial resources	73–90	45
III.	Analysis of variances	91–115	53
IV.	Actions to be taken by the General Assembly	116	58
V.	Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 61/276 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services		59
Annex			
	Organization charts		67
	Map		71

08-27351 (E) 280408

Summary

The present report contains the budget for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2008 to 30 June 2009, which amounts to $477,058,000.

The budget provides for the deployment of 200 military observers, 7,915 military contingent personnel, 450 United Nations police officers, 750 formed police units personnel, 498 international staff, 709 national staff, 301 United Nations Volunteers and 8 government-provided personnel. The budget also provides for 5 international temporary positions and 7 national temporary positions, including 4 positions (1 P-4, 1 P-3, 1 Field Service and 1 national General Service) for the Conduct and Discipline Team.

The total resource requirements for UNOCI for the financial period from 1 July 2008 to 30 June 2009 have been linked to the Operation's objective through a number of results-based frameworks, organized by component (ceasefire; disarmament, demobilization, reintegration, repatriation and resettlement; humanitarian and human rights; peace process; law and order; and support). The human resources of the Operation in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures*[a] *(2006/07)*	*Apportionment*[a] *(2007/08)*	*Cost estimates*[a] *(2008/09)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	231 857.0	242 439.5	231 655.6	(10 783.9)	(4.4)
Civilian personnel	81 038.8	91 471.0	91 692.8	221.8	0.2
Operational costs	137 873.8	136 945.6	153 709.6	16 764.0	12.2
Gross requirements	**450 769.6**	**470 856.1**	**477 058.0**	**6 201.9**	**1.3**
Staff assessment income	7 597.9	9 165.2	9 750.1	584.9	6.4
Net requirements	**443 171.7**	**461 690.9**	**467 307.9**	**5 617.0**	**1.2**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**450 769.6**	**470 856.1**	**477 058.0**	**6 201.9**	**1.3**

[a] Reflects the realignment of the cost of general temporary assistance positions from operational to civilian personnel costs.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2007/08	—	—	—	—	24	11	—	1	—	**36**
Proposed 2008/09	—	—	—	—	27	12	—	1	—	**40**
Components										
Ceasefire										
Approved 2007/08	200	7 915	—	—	3	2	—	—	—	**8 120**
Proposed 2008/09	200	7 915	—	—	5	2	—	—	—	**8 122**
Disarmament, demobilization, reintegration, repatriation and resettlement										
Approved 2007/08	—	—	—	—	10	5	—	—	—	**15**
Proposed 2008/09	—	—	—	—	10	5	—	—	—	**15**
Humanitarian and human rights										
Approved 2007/08	—	—	—	—	30	48	—	21	—	**99**
Proposed 2008/09	—	—	—	—	31	57	—	22	—	**110**
Peace process										
Approved 2007/08	—	—	—	—	59	66	—	147	—	**272**
Proposed 2008/09	—	—	—	—	62	76	2	160	—	**300**
Law and order										
Approved 2007/08	—	—	450	750	18	22	—	4	8	**1 252**
Proposed 2008/09	—	—	450	750	18	22	—	4	8	**1 252**
Support										
Approved 2007/08	—	—	—	—	331	478	21	111	—	**941**
Proposed 2008/09	—	—	—	—	345	535	10	114	—	**1 004**
Total										
Approved 2007/08	200	7 915	450	750	475	632	21	284	8	**10 735**
Proposed 2008/09	200	7 915	450	750	498	709	12	301	8	**10 843**
Net change	—	—	—	—	**23**	**77**	**(9)**	**17**	—	**108**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

1. The mandate of the United Nations Operation in Côte d'Ivoire (UNOCI) was established by the Security Council in its resolution 1528 (2004) for an initial period of 12 months as from 4 April 2004. By its resolution 1609 (2005), the Council revised the mandate of UNOCI to include support for the disarmament and dismantling of militias, the redeployment of State administration and the organization of open, free, fair and transparent elections in Côte d'Ivoire. By the same resolution, the Council authorized an increase in the military component of the Operation of up to 850 additional personnel, as well as an increase in the police component of up to 725 personnel.

2. Subsequently, the Security Council authorized in its resolution 1682 (2006) another increase in the military component, by 1,025 personnel, and in the police component by 475 police personnel.

3. In its resolution 1739 (2007), the Security Council decided that the Operation should have the mandate set out in paragraph 2 of the resolution. The new mandate provides for an increased involvement of the Operation in the disarmament, demobilization and reintegration process and for a strengthening of the public information efforts. In addition, the mandate also provides for the Operation's involvement in the operations of identification of the population and the registration of voters, as well as in the reform of the security sector.

4. Subsequently, in its resolution 1765 (2007), the Security Council extended the Operation's mandate until 15 January 2008 and requested UNOCI to support the full implementation of the Ouagadougou Political Agreement, including by supporting the integrated command centre, the restoration of State administration throughout the country, the identification and voter registration processes, the electoral process, persons affected by the conflict, efforts to create a positive political environment, protection and promotion of human rights, and the economic recovery process of Côte d'Ivoire.

5. The most recent extension of the mandate was authorized by the Council in its resolution 1795 (2008).

6. The Operation is mandated to help the Security Council achieve an overall objective, namely, re-establishing peace, security and long-term stability in Côte d'Ivoire.

7. Within this overall objective, UNOCI will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, described in the frameworks below. The frameworks are organized by component (ceasefire; disarmament, demobilization, reintegration, repatriation and resettlement; humanitarian and human rights; peace process; law and order; and support), which are derived from the mandate of the Operation.

8. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation and the indicators of achievement indicate a measurement of progress towards such accomplishments during the budget period. The human resources of UNOCI in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole. Variances in the number of personnel, compared to the 2007/08

budget, including reclassifications, have been explained under the respective components.

9. The human resource requirements of UNOCI reflect the results of a review conducted by the Operation, which analysed the vacant posts and measured the requirements against the task at hand and the need to support the Ouagadougou Political Agreement. As a result of the analysis, the budget includes the proposed abolition of two international posts, reclassification of three international posts and conversion of four international posts to national posts. Taking into account the continuing nature of certain functions in line with General Assembly resolution 59/296, it is proposed to convert 28 individual contractors and 12 general temporary assistance positions to national staff posts.

10. UNOCI is headed by the Special Representative of the Secretary-General at the Under-Secretary-General level, assisted by a Principal Deputy Special Representative and a Deputy Special Representative, both at the level of Assistant Secretary-General. The Operation's military operations are headed by a Force Commander at the D-2 level, while a Police Commissioner at the D-1 level heads the United Nations police component of the Operation. Reporting directly to the Special Representative of the Secretary-General are the Principal Deputy Special Representative; the Deputy Special Representative, Resident Coordinator and Humanitarian Coordinator; the Force Commander; the Chief of Staff; the Head of the Political Affairs Section; and the Chief of the Communications and Public Information Office.

11. Offices reporting directly to the Principal Deputy Special Representative of the Secretary-General include: the Rule of Law, Judicial System and Prison Advisory Section; the Human Rights Office; the Office of the Police Commissioner; the Electoral Assistance Office; the Security Section and the Mission Support Division.

12. The Deputy Special Representative of the Secretary-General directs programmatic activities in the functional areas of civil affairs; child protection; disarmament, demobilization and reintegration; HIV/AIDS; and gender issues.

13. The Operation's integrated mission headquarters has been established in Abidjan, with two regional field offices located in Bouaké (Sector East) and Daloa (Sector West) and a forward logistics base in Yamoussoukro. UNOCI provides administrative, logistical and technical support to the substantive, military and police personnel deployed in Abidjan at 16 locations, in Sector East at 31 locations and Sector West at 33 locations.

Executive direction and management

14. Overall Operation direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General. Since outputs related to the responsibilities of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law and the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction are reflected in more than one framework component, their immediate offices are also shown under the above heading.

15. The Chief of Staff (D-1) supports the Special Representative of the Secretary-General in overseeing Operation-wide work processes to ensure the sound management of mandate implementation and is responsible, inter alia, for ensuring a common understanding among all personnel of the Operation's strategy, priorities and

operational activities. Reporting directly to the Chief of Staff are the Senior Legal Adviser and heads of the Conduct and Discipline Teams, the Best Practices Unit, and the Joint Mission Analysis Cell. In addition, the proposed heads of the two regional field offices will report to the Office of the Special Representative through the Chief of Staff.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	**Total**
Office of the Special Representative of the Secretary-General											
Approved posts 2007/08	1	2	2	2	3	—	—	**8**	6	—	**14**
Proposed posts 2008/09	1	1	2	2	3	—	—	**9**	6	—	**15**
Net change	—	**(1)**	**2**	—	—	—	—	**1**	—	—	**1**
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law											
Approved posts 2007/08	1	—	3	1	1	1	—	**7**	2	—	**9**
Proposed posts 2008/09	1	—	3	1	1	1	—	**7**	2	—	**9**
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction											
Approved 2007/08	1	—	2	—	1	1	—	**5**	2	—	**7**
Proposed 2008/09	1	—	2	—	1	1	—	**5**	2	—	**7**
Net change	—	—	—	—	—	—	—	—	—	—	—
Office of the Legal Adviser											
Approved 2007/08	—	—	2	1	1	—	—	**4**	1	1	**6**
Proposed 2008/09	—	—	2	1	1	—	—	**4**	2	1	**7**
Net change	—	—	—	—	—	—	—	—	**1**	—	**1**
Joint Mission Analysis Cell											
Approved 2007/08	—	—	—	—	—	—	—	—	—	—	—
Proposed 2008/09	—	—	1	1	—	—	—	**2**	—	—	**2**
Net change	—	—	**1**	**1**	—	—	—	**2**	—	—	**2**
Total											
Approved posts 2007/08	3	2	7	4	6	2	—	**24**	11	1	**36**
Proposed posts 2008/09	3	1	10	5	6	2	—	**27**	12	1	**40**
Net change	—	**(1)**	**3**	**1**	—	—	—	**3**	**1**	—	**4**

[a] Includes National Officers and national General Service staff.

Office of the Special Representative of the Secretary-General

International staff: Increase by 2 posts (P-5) and abolition of 1 post (D-1)

16. Currently, staff in the field report to and take recommendations directly from their respective section chiefs. With the re-establishment of civil administration, the increase in activities as part of the preparation for elections and the recent redeployment of more than 69 international staff to Sector East, Sector West and Yamoussoukro, it is critical to provide leadership and coordination and ensure that the vision of the Operation is communicated in a unified and consistent manner. Therefore, two Regional Office Coordinator (P-5) posts are proposed for Sector East, Bouaké Regional Field Office, and Sector West, Daloa Regional Field Office. Under the overall supervision of the Special Representative of the Secretary-General, the Regional Office Coordinators (P-5) reporting directly to the Chief of Staff, will have delegated responsibility from the Special Representative of the Secretary-General for the effective management of the designated Regional Field Office and will be directly accountable to the Special Representative of the Secretary-General. The Regional Office Coordinator in his or her capacity as the senior representative of the Special Representative of the Secretary-General in the area of responsibility will interact with the senior government officials present in the area, including préfets, sous-préfets and mayors, military officials, local authorities, international organizations, non-governmental organizations, diplomatic community, donors and media on policy, programmes, and security matters, and will ensure that the UNOCI mandate and roles and functions of the regional field offices, including the views of UNOCI military and other sections, are well known and taken into account by all relevant stakeholders; will be responsible for the effective functioning of the Regional Field Office and the consistent implementation, coordination and conduct of the UNOCI mandate and activities in the area of responsibility; will coordinate and communicate regularly with UNOCI military and police components, ensuring a mutual flow of information and respect for the chain of command, as well as the provision of political advice to the military commander; will ensure that all staff are aware of, understand and respect all relevant policies and instructions in relation to conduct and discipline and the UNOCI code of conduct; will act as the United Nations Area Security Coordinator within the designated area of responsibility under the supervision of the Designated Official for Security, and with advice from the Chief Security Adviser; and will coordinate United Nations system activities to ensure synergies between the Operation and the United Nations country team.

17. As a result of the analysis of the human resource requirements by the Operation, the post of Principal Political Adviser (D-1) in the Office of the Special Representative of the Secretary-General is proposed for abolition.

Office of the Legal Adviser

National staff: Increase by 1 post (National Professional Officer)

18. At the end of 2006, the Office of the Legal Adviser experienced an unexpectedly significant increase in requests for advice on issues of Ivorian law. In addition to advice on complex issues concerning procurement activities and the implementation of the status of forces agreement, the Office was also requested to negotiate with suppliers for the extension of contractual conditions for United Nations agencies operating in Côte d'Ivoire. Since November 2006, the Office of

the Legal Adviser has advised an average of eight staff members per week in connection with residential leases and disputes over the imposition of high taxes for the importation of goods. This represents a significant increase from the previous year, during which the Office was consulted by approximately two to three staff members per month. The intervention of the Office of the Legal Adviser in these cases is deemed necessary in view of paragraphs 5 and 33 of the status of forces agreement, which require the Special Representative of the Secretary-General to ensure that UNOCI staff members respect the provisions of Ivorian law, in particular because some disputes had reached Ivorian courts or administrative tribunals.

19. The Office of the Legal Adviser has also been requested to provide assistance to the Operation on the different legal aspects arising out of its mandate to support the implementation of the Ouagadougou Political Agreement. In particular, these requests include analysis and advice on Ivorian law issues necessary for the UNOCI administration in expediting memorandums of understanding and/or contractual arrangements and resources necessary for the dismantling of the zone of confidence, the implementation of observation points along the newly defined green line and the relocation of UNOCI personnel to the sectors. To respond to these increasing requirements, in February 2007 the Operation engaged the services of an additional national lawyer on an individual contractor contract.

20. With the Operation anticipating a continuing need for the services and assistance of a national lawyer in connection with the implementation of the Ouagadougou Political Agreement, including in relation to the progressive dismantling of the above-referred observation points; on expediting contractual arrangements for the redeployment of the Operation's military contingents in preparation for the elections and disarmament, demobilization and reintegration; on the handover to the Government of premises currently occupied by UNOCI in the northern part of the country that would be required during the redeployment of the State administration; on possible claims raised by third parties concerning the occupation; and on actions to be taken in connection with the return, reinstallation and reintegration of displaced persons, it is proposed that the individual contractor be converted to a Legal Officer (National Professional Officer) post in accordance with section VIII, paragraph 11, of General Assembly resolution 59/296 as the functions are of a continuous nature.

Joint Mission Analysis Cell

International staff: Increase by 2 posts (P-5 and P-3)

21. Currently, the Joint Mission Analysis Cell is staffed with military personnel only, and the Operation does not have the capacity to merge and analyse information requirements from the Head of the Operation and the senior management team. Based on the identified need to provide comprehensive analytical support to senior management, it is critical to have a fully integrated Joint Mission Analysis Cell, comprising both military and civilian components. Accordingly, the peace process is moving in a direction that necessitates more "early warning" and insightful analysis, two posts, for the Head of the Joint Mission Analysis Cell (P-5) and the Political Information Analyst (P-3), are proposed for the Joint Mission Analysis Cell. Reporting to the Chief of Staff, the Head of the Joint Mission Analysis Cell managing an integrated team comprising military and civilian staff will provide the Operation's senior management with analysis and advice on mitigation strategies

related to risks to the Operation and its mandate; ensure the timely production and quality of long-term strategic assessments, risk and threat assessments, early warning/critical information reports and thematic reports; ensure the continuity of information-gathering and dissemination efforts within the Operation, maintenance of relevant information databases, continuous and countrywide risk analysis, monitoring of daily situation reports prepared by the Joint Operations Centre, military and police contingent reports, local and international media, and verbal updates; support the Operation's crisis management team, and respond to specific incidents as required; maintain contact with all Heads of Section on a regular basis to indicate needs that may arise in their areas of expertise; maintain daily contact with the Joint Operations Centre to exchange information and coordinate reporting on incidents and events; and ensure that the appropriate levels of confidentiality for Joint Mission Analysis Cell products is maintained; and prepare standard operating procedures for the work of the Joint Mission Analysis Cell, as required.

22. Under the direct supervision of the Head of the Joint Mission Analysis Cell, the proposed Political Information Analyst (P-3) will be responsible for collection, collation of information and data across a wide number of issues pertaining to the Operation; selection and analysis of information received from various sources in order to provide input to a decision-making and planning tool of the Operation; maintain up-to-date knowledge of events in relation to political and/or security issues; ensure monitoring of daily situation reports, military and police reports, local news and verbal updates; ensure maintenance of Operation-wide risk analysis, in coordination with the other sections; assist in the preparation and drafting of analytical operation reports, as needed; establish and maintain databases and archives as necessary; assist in supporting the Operation crisis management team in monitoring and gathering comprehensive information about events or actions that may affect the implementation of the Operation's mandate; and prepare workplans as assigned in accordance with established terms of reference.

Component 1: ceasefire

23. The Operation's framework component on ceasefire reflects support to the restructuring of the armed forces and integration of the former belligerent forces, which will help in the stabilization of the security condition in the country while full compliance with the arms embargo, adherence of all parties to the Ouagadougou Political Agreement and its implementation is monitored. UNOCI troops framework operations will change from a static to reactive posture with the dismantling of the former zone of confidence and the activation of the green line. The aim of this new layout is to reduce the number of compounds from 44 to 24. Six camps have already been dismantled and 18 more are expected to be vacated in early 2008, while 4 new camps will be established at Divo and Issia in the west, Dabakala in the north and Adzope, near Abidjan, in the south, to reorganize the troops into no more than 2 or 3 compounds by battalion and the dismantling of the zone of confidence by designating a temporary green line and transitioning from operating zone of confidence-oriented checkpoints to green line-oriented observation points. As the force relocates its bases into a more widely dispersed and mobile array, the green line will also be dismantled with all observation points to be closed in a phased manner. As a consequence of this new development with fewer troops performing static missions, the Operation will have more troops to patrol all over the area of responsibility. It is planned that in each battalion, at least one platoon will conduct

special patrols for two days and one night, to improve the monitoring of its respective area of responsibility.

Expected accomplishments	*Indicators of achievement*
1.1 Stabilization of security conditions in Côte d'Ivoire	1.1.1 No violations of the comprehensive ceasefire agreement of 3 May 2003 (2005/06: 0; 2006/07: 0, 2007/08: 0, 2008/2009: 0)
	1.1.2 No reports of armed groups non-signatories to the comprehensive ceasefire agreement of 3 May 2003 threatening the civilian population (2005/06: 0; 2006/07: 0, 2007/08: 0, 2008/2009: 0)
	1.1.3 Full compliance by Ivorian parties and neighbouring States with the arms embargo (2005/06: 0 incidents; 2006/07: 0 incidents; 2007/08: 0 incidents, 2008/2009: 0 incidents)
	1.1.4 Integrated deployment of 4 United Nations police personnel within the Ivorian Integrated Command Center

Outputs

- 598,600 mobile and foot troop patrol days (20 troops per patrol x 2 patrols per company x 41 companies x 365 days)
- 186,150 troop security/control person days (30 troops per observation post x 17 observation posts x 365 days)
- 1,440 air patrol hours (3 helicopters x 40 hrs/helicopter x 12 months)
- 37,230 military observers mobile patrol person days (2 military observers per patrol x 3 patrols x 17 team sites x 365 days) in Sectors East and West
- 366 boat patrol days, including on the Abidjan Ebrié Lagoon, and emergency evacuation (2 boats x 183 days)
- 12 reports to the Côte d'Ivoire Sanctions Committee and the Security Council on compliance with the arms embargo
- Organization and conduct of an average of 5 weekly inspections of the cargo on board aircraft and transport vehicles at 2 seaports, 3 airports, 4 airfields, 10 military bases and 5 border crossings
- Participation of the Force Commander in 10 meetings on regional and inter-mission cooperation, including with Economic Community of West African States Defence and Security Committees, United Nations Integrated Office in Sierra Leone, United Nations Mission in Liberia, and the United Nations Office for West Africa (UNOWA) focused on containing cross-border movement of armed groups and operations against illegal movement of weapons
- Holding of monthly meetings with the National Armed Forces of Côte d'Ivoire (FANCI) to advise it on monitoring borders, with particular attention to the movement of Liberian refugees, combatants and arms
- Daily liaison with FANCI and the military elements of the Forces Nouvelles to promote trust and confidence between all the Ivorian forces, including United Nations-Ivorian police/military joint patrols in Abidjan as well as in the green line zone and area of responsibility
- 101,835 troop security person days for the close protection of Ministers of the Government of Côte d'Ivoire and other major political leaders (279 troops x 365 days)

- Weekly press briefing to Ivorian population and the national and international media on understanding the role of the UNOCI forces in the context of the Ouagadougou Political Agreement

External factors

Licorne will continue to provide assistance as required in support of UNOCI's military component, including through its Quick Reaction Force capability; troop-contributing countries will continue to supply the required troops

Table 2
Human resources: component 1, ceasefire

Category	*Total*
I. Military observers	
Approved 2007/08	200
Proposed 2008/09	200
Net change	—
II. Military contingents	
Approved 2007/08	7 915
Proposed 2008/09	7 915
Net change	—

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved posts 2007/08	—	2	—	—	—	1	—	3	2	—	5
Proposed posts 2008/09	—	2	—	—	—	1	—	3	2	—	5
Net change	—	—	—	—	—	—	—	—	—	—	—
Joint Operations Centre											
Approved posts 2007/08	—	—	—	—	—	—	—	—	—	—	—
Proposed posts 2008/09	—	—	—	—	2	—	—	2	—	—	2
Net change	—	—	—	—	2	—	—	2	—	—	2
Subtotal, civilian staff											
Approved posts 2007/08	—	2	—	—	—	1	—	3	2	—	5
Proposed posts 2008/09	—	2	—	—	2	1	—	5	2	—	7
Net change	—	—	—	—	2	—	—	2	—	—	2

Total (I-III)	
Approved 2007/08	8 120
Proposed 2008/09	8 122
Net change	2

[a] Includes National Officers and national General Service staff.

Joint Operations Centre

International staff: Increase of 2 posts (Field Service)

24. The Joint Operations Centre is currently staffed by military personnel only. With the ongoing redeployment of staff to field locations, there is an increasing need to coordinate ongoing operations and to ensure that senior management and operation components have Operation-wide situational awareness through integrated reporting on current operations and day-to-day situation reports (with a forward-looking focus of up to 7 days). It is therefore important to ensure that implementation of activities is monitored, not only from the military side but also from the civilian side. This will enable the Joint Operations Centre to provide consolidated daily situational reports; serve as liaison between the various Operation sections, including regional field offices, United Nations agencies, programmes and funds and United Nations Headquarters and senior management; and provide the Joint Mission Analysis Cell with current operational information. To strengthen the Joint Operations Centre, two Operations Assistants (Field Service) are proposed, who, under the direct supervision of the Chief of the Joint Operations Centre and working closely with the Office of the Chief of Staff, will collect and collate information and data on the day-to-day implementation of the UNOCI operational activities; monitor operational activities to maintain situation awareness; provide an integrated and short-term view of the situation within the Operation area to support day-to-day decision-making and implementation of Operation activities; compile, prepare and draft daily and weekly operation situation reports in English for senior management; establish and maintain databases and archives of information as necessary; and assist in supporting the Operation's crisis management team in monitoring and gathering comprehensive information about events or actions that may affect the implementation of the Operation's mandate.

Component 2: disarmament, demobilization, reintegration, repatriation and resettlement

25. The Operation's framework component on disarmament, demobilization, reintegration, repatriation and resettlement is mandated to assist the Government in the implementation of a national disarmament, demobilization and reintegration programme and to coordinate closely with the United Nations Mission in Sierra Leone and in Liberia in the implementation of a voluntary repatriation and resettlement programme for foreign ex-combatants. In its advisory and support role, the component regularly interfaces with the Prime Minister's Office, the Minister of Defence, the Integrated Command Centre and the National Programme on Reinsertion and Community Rehabilitation to expedite and properly implement disarmament, demobilization and reintegration and disarmament and demobilization of the militias implementation modalities in accordance with recognized international standards. A disarmament, demobilization and reintegration integrated implementation cell has been established and is co-located at the Integrated Command Centre headquarters in Yamoussoukro with the task of providing day-to-day support to the running of the planned disarmament, demobilization and reintegration and disarmament and demobilization of the militias operations during the 2008/09 period. Through its inter-agency coordination mechanism, the component facilitates coordination, policy development and decision-making involving the World Bank, the donor community, the UNOCI substantive section, United Nations Development Programme, United Nations Children's Fund, United

Nations Population Fund, World Food Programme and relevant non-governmental organizations.

Expected accomplishments	*Indicators of achievement*
2.1 Reintegration of national ex-combatants and former militias into Côte d'Ivoire society; repatriation and resettlement of foreign ex-combatants present in Côte d'Ivoire, with special attention to the specific needs of women and children	2.1.1 Reinsertion, repatriation and resettlement of 42,564 Forces Nouvelles ex-combatants in Côte d'Ivoire, (2005/06:0; 2006/07:0; 2007/08: 0; 2008/09: 37,150)
	2.1.2 Rehabilitation, reintegration and reunification with families of former child soldiers (2006/07: 0; 2007/08: 3,000; 2008/09: 6,000)
	2.1.3 Reintegration of 1,019 former members of armed militias (2005/06: 0; 2006/07: 500; 2007/08: 2,000; 2008/09: 1,019)
	2.1.4 Preparation and implementation of action plans by parties to the conflict on ending the use of child soldiers (2005/06: 0; 2006/07: 2; 2007/08: 2; 2008/09: 2)
	2.1.5 Participation of 10,000 former members of unarmed militias in sustainable economic and development programmes administered by the civic service programme, the National Programme on Reinsertion and Community Rehabilitation, UNDP and non-governmental organizations (2005/06: 0; 2006/07: 0; 2007/08: 10,000; 2008/09:10,000)

Outputs

- Advice to the Government of Côte d'Ivoire on the establishment of a task force on the implementation of economic and development reinsertion programmes for ex-combatants and former militia members, with special advice on the specific needs of women and children through the organization of ad hoc meetings
- Advice to the National Programme on Reinsertion and Community Rehabilitation as well as the civic service programme on the establishment of the monitoring framework for the numbers and status of ex-combatants, with special attention to the specific needs of women and children through weekly coordination meetings
- Daily coordination meetings between the Disarmament, Demobilization and Reintegration-Integrated Implementation Cell and the Integrated Command Centre to implement and monitor the disarmament, demobilization and reintegration and disarmament and demobilization of the militias process
- Regular meetings with government institutions and international stakeholders to elaborate, plan and implement the security sector reform
- Regular meetings to advise the governmental institutions concerned on the implementation of a nationwide public information programme in support of the reinsertion, community reintegration and reconciliation programme
- Organization of monthly inter-agency coordination meetings with the World Bank, UNDP, UNICEF, Office for the Coordination of Humanitarian Affairs, European Union, NGOs and donor community involved in

reintegration, repatriation and resettlement programmes for implementation of reinsertion programmes and mobilization of financial resources to meet funding shortfalls

- Organization of quarterly meetings with the National Programme on Reinsertion and Community Rehabilitation, UNMIL, UNIOSIL, UNDP, World Bank, European Union, ECOWAS, African Union, donor community and neighbouring countries, particularly Guinea, on the regional dimensions of the disarmament, demobilization, reintegration, repatriation and resettlement programmes, with special attention to the specific needs of women and children
- Public information campaign on the disarmament, demobilization and reintegration process, including: daily radio programmes in 5 local languages, distribution of 25,000 pamphlets/ leaflets, 200 posters, 20 briefings to the media, diplomatic community and civil society; and 12 forums and outreach activities on sensitization
- Security arrangements for 17 disarmament sites within the 11 disarmament, demobilization and reintegration zones, including security of weapons and ammunition collection and storage sites
- Collection, safekeeping/storage, transportation and/or neutralization/destruction of weapons, ammunition and other military materials in 17 disarmament sites
- Organization of a workshop on women and disarmament, demobilization and reintegration, in cooperation with the Integrated Command Center, the National Programme on Reinsertion and Community Rehabilitation, UNDP, civil society and representatives of women ex-combatants
- Training of 100 ex-combatants as HIV/AIDS peer educators in collaboration with UNFPA, UNAIDS, the Integrated Command Center and the National Programme on Reinsertion and Community Rehabilitation
- Implementation of 5 quick-impact projects on community rehabilitation and economic development

External factors

Troop-contributing countries will continue to provide the required troops; donors will continue to provide funding for reintegration, repatriation and resettlement programmes

Table 3

Human resources: component 2, disarmament, demobilization, reintegration, repatriation and resettlement

	International staff										
I. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Disarmament, Demobilization and Reintegration Section											
Approved posts 2007/08	—	—	3	6	—	1	—	**10**	5	—	**15**
Proposed posts 2008/09	—	1	2	6	—	1	—	**10**	5	—	**15**
Net change	—	**1**	**(1)**	—	—	—	—	—	—	—	—
Total											
Approved post 2007/08	—	—	3	6	—	1	—	**10**	5	—	**15**
Proposed posts 2008/09	—	1	2	6	—	1	—	**10**	5	—	**15**
Net change	—	**1**	**(1)**	—	—	—	—	—	—	—	—

[a] Includes national Officers and national General Service staff.

International staff: Reclassification of one post from P-5 to D-1

26. Implementing disarmament, demobilization and reintegration in Côte d'Ivoire will require a high level of representation with national and international partners in technical and other forums. Whereas this will at times be provided by the senior Operation leadership, there is a need for UNOCI to be represented at these forums by a dedicated Senior Manager having a good grasp of the political as well as technical aspects of the programme. Moreover, section 3 of the Ouagadougou Political Agreement highlights the close links between disarmament, demobilization and reintegration and security sector reform in Côte d'Ivoire. This is further underscored in the Third Complementary Agreement to the Ouagadougou Political Agreement, which notes the requirement to integrate former combatants into the security services. When developing and implementing a plan for disarmament, demobilization and reintegration, the very close linkages with security sector reform must be taken into account and it is therefore felt that the new Chief of the Disarmament, Demobilization and Reintegration Section should have experience in both disarmament, demobilization and reintegration and security sector reform and understand the very strong linkages between those programmes. This expertise will be central to allowing the Operation to fulfil its mandate to assist in formulating a plan on the restructuring of the Defence and Security Forces, as outlined in Security Council resolution 1739 (2007).

27. In view of the centrality of the disarmament, demobilization and reintegration to the peace process and to the Ouagadougou Political Agreement and the need for the incumbent to address security sector reform issues, it is proposed to reclassify the Chief, Disarmament, Demobilization and Reintegration Section from P-5 to D-1. The reclassified post for a dedicated senior manager will help build the capacity of the Operation by providing the knowledge and experience of both disarmament, demobilization and reintegration and security sector reform and be able to represent UNOCI at high-level discussions with national and international partners.

Component 3: humanitarian and human rights

28. The Operation's framework component on humanitarian and human rights, which includes the justice sector, reflects assistance to the Government in strengthening the capacity of the judicial institutions and in establishing a culture of respect for human rights and the rule of law. The component incorporates the activities of the operation under humanitarian and human rights, legal and judicial elements that are working in partnership with Office of the United Nations High Commissioner for Human Rights, the Government, non-governmental organizations, maires, chief of localities, delegates, national university, military judicial authorities, and women's rights observatories. The component's main focus in 2008/09 will not change from 2007/08 as the challenges and issues to be addressed remain the same.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards respect for human rights and accountability for human rights violations in Côte d'Ivoire	3.1.1 Investigation by national and international human rights organizations and NGOs operating in Côte d'Ivoire of human rights violations and issuance of reports on the human rights situation in the country (2005/06: 4 reports; 2006/07: 8 reports; 2007/08: 5 reports; 2008/09: 5 reports)
	3.1.2 Perpetrators of serious human rights violations are identified and brought to the attention of competent civilian and/or military judicial authorities (2005/06: 95; 2006/07: 52; 2007/08: 30; 2008/09: 35)
	3.1.3 Establishment of an Observatoire des Droits de la Femme (Women's rights observatory), to monitor respect for women's human rights

Outputs

- Advocacy through meetings, seminars, conferences and public awareness campaigns for the signature/ratification of additional international human rights instruments and assistance in the preparation and submission of reports to relevant treaty bodies
- Advice to the Government of Côte d'Ivoire and the National Human Rights Commission and civil society organizations on human rights issues and standards
- Advice to the Government of Côte d'Ivoire and the National Human Rights Commission and civil society organizations, through meetings, workshops, seminars and conferences, on human rights issues and standards
- Advice to the Government, through meetings, seminars and national and international experts, in the formulation of the National Human Rights Action Plan
- Advocacy through meetings, seminars, conferences and public awareness campaigns on human rights issues with local authorities, NGOs and civil society in 9 field locations
- Organization of 5 "refresher" workshops for 500 members of local civil society organizations operating throughout the country on the role of civil society in promoting and protecting human rights
- Training of 200 staff of local NGOs in the investigation and documentation of human rights violations
- Organization of monthly meetings of the Human Rights Thematic Group in Abidjan with the participation of representatives of United Nations agencies, the Government of Côte d'Ivoire, national institutions, including the National Assembly and the Economic and Social Council, and national and international NGOs to coordinate action on the implementation of a national strategy for the promotion and protection of human rights in Côte d'Ivoire
- Eight human rights training sessions and refresher courses on human rights for a total of 800 Ivorian military, law enforcement and judicial personnel with particular emphasis on the rights of women and children
- Quarterly reports on the human rights situation throughout the country, with violations brought to the attention of the Ivorian judicial and law enforcement authorities
- Quarterly reports to the Security Council Committee established pursuant to resolution 1572 (2004) on serious human rights violations in Côte d'Ivoire

- Bimonthly (every two months) meetings of the Task Force, comprising the United Nations country team and co-chaired by the Deputy Special Representative of the Secretary-General and UNICEF representative, on the establishment and functioning of the monitoring and reporting mechanism on children in armed conflict
- Bimonthly (every two months) reports to the Security Council Working Group established pursuant to Council resolution 1612 (2005) on grave violations and abuses committed against children affected by the armed conflict
- Annual Secretary-General's monitoring and compliance country report (to the Security Council) on major violations and abuses committed against children
- Advice through dialogue with the leadership of Defence and Security Forces and the Forces Nouvelles and militia groups on development, implementation and monitoring of action plans to end use of child soldiers and other grave violations and abuses committed against children
- Training of 400 peacekeeping personnel every two months on child protection in implementation of Security Council resolution 1460 (2003)
- Conduct 7 training sessions per month for local NGOs and civil society groups on child protection and organize 7 child protection forums per month to sensitize local communities
- Public information campaign to sensitize the general public to human rights issues, including: 40 weekly radio programmes on human rights, women's and children's rights; printing and distribution of 100,000 pamphlets/leaflets; 6 human rights briefings to the media and diplomatic community; outreach activities, including 2 "open forums" and 2 "human rights days"; and two short television documentaries (30 minutes each)
- Organization of the celebration of the eighth anniversary of Security Council resolution 1325 (2000) on women, peace and security, in cooperation with the Ministry of Family and Social Affairs, and civil society
- Monthly participation in the Gender Thematic Group meeting led by the UNFPA and attended by United Nations agencies, local NGOs and the Ministry of Family and Social Affairs to formulate common gender-related activities and create synergies in gender-mainstreaming
- Advice to the Ministry of Human Rights and Justice, the Ministry of Family, Women and Social Affairs, and the Association of Women Lawyers on the establishment of an Observatoire des Droits de la Femme (women's rights observatory), including through 12 monthly meetings, 3 seminars and provision of documentation
- Training of 25 journalists and media workers in gender-related issues, including gender-based violence, women's participation in the decision-making process and the provisions of Security Council resolution 1325 (2000)
- Advice to national institutions on the elaboration of a National Action Plan for the implementation of Security Council resolution 1325 (2000), including through the provision of documentation and a workshop for 200 persons on the implementation of the resolution in a peacebuilding context
- Advice to 60 local women's representative organizations involved in human rights activities on dealing with sexual and gender-based violence
- Implementation of 5 quick-impact projects on human rights

Expected accomplishments	*Indicators of achievement*
3.2 Improved humanitarian conditions in Côte d'Ivoire	3.2.1 Increase in the total number of reopened hospitals and medical facilities in the north and west of the country (2006/07: 500; 2007/08: 600; 2008/09: 750)
	3.2.2 Increase in the total number of internally displaced persons returned to areas of origin

(2005/06: 75,000; 2006/07: 0; 2007/08: 425,000; 2008/09: 725,000)

3.2.3 Increase in the total number of Liberian refugees returned to Liberia (2006/07: 35,000; 2007/08: 52,500; 2008/09: 78,750)

Outputs

- Organization of inter-agency weekly meetings to coordinate the United Nations system humanitarian efforts in Côte d'Ivoire
- Advice during monthly meetings with Ministry of National Education on issues relating to rights of fair education for all
- Organization of quarterly workshops for national NGOs to support the national response to HIV/AIDS, in collaboration with government authorities and UNAIDS
- Weekly inter-agency and regular coordination meetings with UNHCR on the Liberian refugees repatriation programme
- Quarterly joint humanitarian situation assessment reports, including gender-specific information, based on humanitarian assessment missions carried out in cooperation with United Nations agencies and NGOs
- Bimonthly (every two months) advocacy meetings and quarterly seminars for government officials, civil society and the donor community on the situation of vulnerable groups, with special attention to women and children
- Implementation of 10 quick-impact projects to improve the situation of internally displaced persons returned to areas of origin, 5 quick-impact projects focusing on children and gender issues and 5 quick-impact projects focusing on HIV/AIDS issue

External factors

Local parties will cooperate by providing security for human rights and humanitarian actors; donors will provide funding for humanitarian and human rights projects

Table 4
Human resources: component 3, humanitarian and human rights

	International staff										
I. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Rights Section											
Approved posts 2007/08	—	1	3	11	1	—	—	**16**	26	10	**52**
Proposed posts 2008/09	—	1	3	11	1	—	—	**16**	34	11	**61**
Net change	—	—	—	—	—	—	—	—	**8**	**1**	**9**
Civil Affairs Section											
Approved posts 2007/08	—	—	4	3	—	1	—	**8**	7	4	**19**
Proposed posts 2008/09	—	—	4	3	—	1	—	**8**	7	4	**19**
Net change	—	—	—	—	—	—	—	—	—	—	—
Child Protection Section											
Approved posts 2007/08	—	—	1	1	1	—	—	**3**	10	4	**17**
Proposed posts 2008/09	—	—	1	1	1	—	—	**3**	10	4	**17**
Net change	—	—	—	—	—	—	—	—	—	—	—
Gender Issues Unit											
Approved posts 2007/08	—	—	1	1	—	—	—	**2**	2	—	**4**
Proposed posts 2008/09	—	—	1	1	—	—	—	**2**	2	—	**4**
Net change	—	—	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit											
Approved posts 2007/08	—	—	1	—	—	—	—	**1**	3	3	**7**
Proposed posts 2008/09	—	—	1	1	—	—	—	**2**	4	3	**9**
Net change	—	—	—	**1**	—	—	—	**1**	**1**	—	**2**
Total											
Approved posts 2007/08	—	1	10	16	2	1	—	**30**	48	21	**99**
Proposed posts 2008/09	—	1	10	17	2	1	—	**31**	57	22	**110**
Net change	—	—	—	**1**	—	—	—	**1**	**9**	**1**	**11**

[a] Includes National Officers and national General Service staff.

Human Rights Section

National staff: Increase by 8 posts (2 national Professional Officers and 6 national General Service staff)

United Nations Volunteers: Increase by 1 position

29. The Security Council in its resolution 1528 (2004) mandated UNOCI to contribute to the promotion and protection of human rights in Côte d'Ivoire, with special attention to violence committed against women and children, and to investigate human rights violations with a view to ending impunity. Subsequently, by its resolution 1609 (2005) the Security Council expanded the human rights mandate by including submission of regular reports to the Security Council

Sanctions Committee established pursuant to its resolution 1572 (2004). In October 2005, the Chief of the Human Rights Section was made the representative in Côte d'Ivoire, of the United Nations High Commissioner for Human Rights, and in that capacity, a full member of the United Nations country team. Consequently, in addition to the tasks derived from the above-mentioned Security Council resolutions, the UNOCI Human Rights Section is also charged with the implementation of the High Commissioner's Action Plan in Côte d'Ivoire. Also, in January 2007, a National Human Rights Commission was established, further expanding UNOCI intervention for technical support and capacity-building needs.

30. In line with the expanding human rights mandate, the number of regional offices established by the Human Rights Office rose from four in 2004/05 to nine in 2006/07. All nine regional offices, namely, Abidjan, Bouaké, Bouna/Bondoukou, Daloa, Duekoué/Guiglo, Korhogo, Odienne, San Pedro and Yamoussoukro perform the same range of human rights promotion and protection tasks, which include advocacy on human rights issues with local and national civilian and military authorities, non-governmental organizations and civil society organizations; advocacy for ratification of international human rights instruments; assistance in the preparation and submission of the Government's reports to human rights treaty bodies; policy advice to the Government and relevant national institutions on human rights issues and standards; assistance in the formulation of the national human rights action plan; the organization of human rights workshops, training courses, colloquia and refresher courses for various categories of actors and stakeholders; capacity-building and institutional support for the National Human Rights Commission; the monitoring and investigation of serious human rights violations with special attention to the situation of women and children; the preparation and dissemination of quarterly public reports on the general human rights situation in the country; and the preparation and submission of special reports to the Sanctions Committee of the Security Council.

31. With all regional offices performing the same range of promotion and protection tasks, each office requires three human rights officers (P-3, United Nations Volunteer and National Professional Officer), two of whom are primarily responsible for the protection work of the office, while the third performs the office's promotion tasks; one Language Assistant (national General Service staff) to facilitate communication between expatriate human rights officers and the local population, whom they meet when they conduct field investigations, receive testimonies in their offices or provide human rights education and training to local target groups; and one Administrative Assistant (national General Service staff) to run the office, ensure a continuous presence in the office when human rights officers are in the field and respond to the inquiries of members of the public who contact the office while the human rights officers are in the field.

32. So far, only three of the nine regional offices (Abidjan, Bouaké and Daloa) have this full complement of staff. Of the remaining six regional offices, four (Duekoué, Odienne, San Pedro and Yamoussoukro) have only four staff each, one (Korhogo) has only three staff and the sixth (Bondoukou) has only two staff. The shortage of staff in these regional offices has negatively impacted the capacity of the Human Rights Office to fully perform its obligations with the Office able to produce only six-monthly reports as opposed to a requirement for quarterly reports. Similar delays are experienced in the submission of special reports to the Sanctions

Committee of the Security Council as mandated by Security Council resolution 1609 (2005).

33. The shortage of staff in regional offices cannot be addressed by the redeployment of staff from the Human Rights Office based at Operation headquarters in Abidjan as it performs the critical tasks of backstopping the regional offices in the processing of everyday information generated by the regional offices; compiling UNOCI human rights reports; packaging training courses to be delivered in the field by regional offices; strengthening office-wide partnerships with external actors and stakeholders, including the United Nations country team in Côte d'Ivoire; and responding to the daily demands of the Department of Peacekeeping Operations and OHCHR at Headquarters. Therefore, for all nine regional offices to have their minimum complement of staff to perform tasks assigned to the Human Rights Office, eight national posts (2 National Professional Officers and 6 national General Service staff) and one United Nations Volunteer position are proposed as follows: Bondoukou (1 Human Rights Officer, United Nations Volunteer; 1 Driver/Language Assistant, national General Service staff, and 1 Administrative Assistant, national General Service staff); Duekoué (1 Administrative Assistant, national General Service staff); Korhogo (1 Human Rights Officer, national Professional Officer and 1 Driver/Language Assistant, national General Service staff); Odienne (1 Driver/Language Assistant, national General Service staff); San Pedro (1 Human Rights Officer, national Professional Officer); and Yamoussoukro (1 Administrative Assistant, national General Service staff).

HIV/AIDS Unit

International staff: Increase by 1 post (P-2)

National staff: Increase by 1 post (national General Service staff)

34. As endorsed by the Security Council in its resolution 1765 (2007), UNOCI needs to expand the Operation's strategy on HIV/AIDS, including the conduct of fixed voluntary HIV confidential counselling and testing and the deployment of HIV confidential counselling and testing clinics to disarmament, demobilization and reintegration sites. This entails decentralization of services by establishing mobile teams in each of the two regional field offices in Bouaké and Daloa. In addition to UNOCI personnel, the teams will target the 17 disarmament, demobilization and reintegration sites and co-implement the disarmament, demobilization and reintegration/HIV/AIDS project in partnership with UNFPA and UNDP by providing two mobile HIV confidential counselling and testing facilities to cover the 17 disarmament, demobilization and reintegration sites.

35. HIV confidential counselling and testing is considered the entry point into the HIV/AIDS prevention, treatment, care and support cycle, which, if operated properly, will protect confidentiality and assure adherence to the principles governing HIV confidential counselling and testing services as determined by the World Health Organization (WHO). The HIV/AIDS Unit seeks to test at least 30 per cent of the Operation's civilian and military personnel. In 2006, the Unit reached only 739 (6.9 per cent) civilians and military personnel for voluntary HIV confidential counselling and testing. With the Unit only barely able to meet the Awareness and Peer Education (7-day course) training requirements for rotating battalions and civilian personnel and only half of HIV confidential counselling and testing training (10-day course) requirements, it is proposed to establish one

Associate HIV/AIDS Officer (P-2) post to fill the gap left in Abidjan following the redeployment of the HIV/AIDS Officer to Sector West. The HIV/AIDS Officer will follow up and ensure that confidential standards as determined by WHO are applied; coordinate and evaluate all fixed and mobile counselling and testing services done at Headquarter and in the field; and provide HIV counselling and testing services, which are crucial HIV/AIDS prevention interventions within the Operation.

36. With the Unit's policy to use fixed and mobile voluntary counselling and testing approaches, it is also proposed to establish one post of a Driver (national General Service staff) who will facilitate the provisioning of the HIV confidential counselling and testing materials and HIV/AIDS Officers' movements from Abidjan and the regional field offices to the various HIV confidential counselling and testing sites.

Component 4: peace process

37. The Operation's framework component on the peace process reflects a full adherence of all parties to the Ouagadougou Political Agreement and its implementation; open, free, fair and transparent presidential and legislative election, and the reunification of the country. The main focus of the electoral office will be on assistance in setting up the Independent Electoral Commission bodies not yet established, comprising 48 departmental electoral commissions and 348 local electoral commissions; assisting the Independent Electoral Commission in auditing 2,000 electoral maps (Global Positioning System measurements of the polling sites, state of repair, codification) and participation in strengthening the capacity of identification staff; supporting the Commission nationale de supervision de l'identification in its deployment through 227 Commission locales de supervision de l'identification; and involvement in the capacity-building of 13,400 national electoral staff. To ensure that the Côte d'Ivoire peace process remains on track and to lay the foundation for lasting peace, the UNOCI Public Information Office will pursue its public information and sensitization efforts, its monitoring of the Ivorian media, its media development initiatives and the provision of reliable information through its broadcasting and outreach components. The Political Affairs Office will focus on efforts to create a positive political environment, including by regular consultations with Ivorian political leaders and stakeholders in the peace process.

Expected accomplishments	*Indicators of achievement*
4.1 Reunification of Côte d'Ivoire	4.1.1 Continued participation in the peace process by all Ivorian parties pursuant to Security Council resolution 1765 (2007) and the Ouagadougou Political Agreement
	4.1.2 Increase in the total number of civil servants returned to duty throughout Côte d'Ivoire (2005/06: 5,000; 2006/07: 6,000; 2007/08: 12,091; 2008/09: 6,000)
	4.1.3 Equal availability of Radio Television Ivorian throughout the country

Outputs

- Regular meetings of the International Consultative organ (ICO), which was created pursuant to Security Council resolution 1765 (2007) to observe the proceedings of the evaluation and monitoring committee of the Ouagadougou Political Agreement
- Monthly meetings with the diplomatic community, the Prime Minister and the President as well as the unarmed opposition to assess the status of implementation of the peace process and explore possible options for addressing emerging difficulties or obstacles
- Participation in preparatory meetings of the Ouagadougou Political Agreement follow-up mechanisms to influence decisions and suggest agenda items for these meetings, which are, to be convened at the facilitator's discretion
- Organization of 4 training seminars for 30 participants from the political parties and the Forces Nouvelles on multi-party democracy, intra-party democratic practices and political communication
- Monthly meetings with government officials, political groups and civil society organizations, including women's organizations, to assess the peace process and seek their views on the implementation of the peace process
- Organization of workshops in Abidjan and in the two Sectors on a quarterly basis for government officials, representatives of political parties and civil society, including women's groups, on capacity-building of national women's groups in conflict prevention and resolution
- Bimonthly consultations with the Office of the Prime Minister to assess and to exchange views on the peace process
- Quarterly meetings of an inter-mission working group consisting of UNMIL, UNOCI, United Nations Office for West Africa, UNIOSIL on cross-border issues
- Nationwide public information and advocacy programmes in support of the peace process, including radio broadcasts in 5 national languages, 24 hours a day, 7 days a week; television news items, spots, and documentaries for broadcasting on state television, international television stations and UNIFEED; weekly press briefings; distribution of 12 newsletters and billboards (150 in Abidjan and 250 in the regions); newspaper advertisements (4 insertions x 7 events); and outreach campaigns
- Organization of a colloquium on media and the post-conflict situation
- Promotion of the peace process through traditional communication campaigns on conflict resolution and peacebuilding with youth and women's associations and opinion leaders, including traditional chiefs, village leaders, to continue to instil a solid foundation for the peace process through production of 20,000 leaflets/pamphlets and 5,000 posters, radio and television programmes and sensitization sessions
- 2 opinion polls to ascertain public views on the peace process, issues related to gender, child protection and the Ivorian judicial system, and evaluation of public information activities
- 12 reports on incitement to hatred and violence in Ivorian media submitted to the Sanctions Committee on Côte d'Ivoire
- 10 training workshops on Security Council resolution 1325 (2000) on women, peace and security for the civil society organizations in the North, West and East
- Provision of expert advice to United Nations agencies; Ministry of Social Affairs, Women and Family; women's NGOs; and local and international human rights associations on gender issues, on entry points and strategies to engender the implementation of the Ouagadougou Political Agreement

- Facilitate the biannual Regional Meeting of Gender Advisers (Côte d'Ivoire, Sierra Leone, Liberia, Guinea-Bissau and UNOWA), conduct meetings with ECOWAS specialists and organization of a regional meeting of the Mano River Women's Association on strategies to enhance women's groups inclusion and provision of information to the existent early warning mechanisms
- Advice to the Government on the gender balance, redeployment of the State administration and the provision of targeted security measures for female personnel
- Implementation of 10 quick-impact projects relating to reconciliation, outreach and conflict resolution in the most affected areas with the conflict in the North and West of the country, including the Abidjan region

Expected accomplishments	*Indicators of achievement*
4.2 Open, free, fair and transparent elections in Côte d'Ivoire	4.2.1 Establishment of 48 departmental, 348 local electoral commissions and 11,000 registration sites in line with Independent Electoral Commission programming
	4.2.2 Establishment and distribution of 8 million voters' cards and 12 million national identity cards in line with government planning
	4.2.3 Distribution of electoral material by National Electoral Commission to all 11,000 polling stations
	4.2.4 Completion of open, free, fair and transparent presidential and legislative elections in accordance with international standards

Outputs

- Advice to the Independent Electoral Commission through weekly meetings and timely reports, with regard to the installation of electoral offices throughout the country
- Advice to the Government of Côte d'Ivoire and the Independent Electoral Commission through weekly meetings and timely reports on guidelines and best practices for implementation of a comprehensive voter education programme, sequentially covering all phases of the identification and the electoral process
- Advice to the Independent Electoral Commission through weekly meetings and timely reports on the development and implementation of a training and capacity-building programme for its staff on electoral law, operational procedures, the code of conduct, and other aspects of the electoral process
- Training of trainers in national institutions for subsequent training of 13,400 national electoral staff
- Monthly advocacy in collaboration with the Independent Electoral Commission during the pre-electoral campaign period to the 10 major political parties signatories to the Linas-Marcoussis Agreement to mainstream HIV/AIDS and gender in their political programmes with a focus on women
- Joint sensitization campaigns and meetings, with HIV/AIDS integrated, with district officers of the 12 regions of Cote d'Ivoire at the rate of 1 per region
- Advice to the Independent Electoral Commission on a needs basis with regard to the international electoral norms and standards for the development and implementation of a registration programme, the establishment and management of a voter register database, printing, exhibition and updating of the voters' rolls
- Advice to the Independent Electoral Commission on the design and procurement of electoral materials, including ballot papers, in line with international electoral norms and standards

- Advice to national authorities on the development of a nation-wide security plan for the holding of elections
- Monitoring of electoral preparations at pre-identification sites (111 circulating technical sites), monitoring of voter registration and monitoring of electoral mapping, distribution of materials and organization of vote
- Operating 2,000 hours of flights and 20,000 kms of road transportation supporting transport of electoral materials and Ivorian officials in charge of the identification and electoral process
- Provision of security during the electoral process within UNOCI military force capacity and areas of deployment
- Provision of certification reports for all steps leading up to and including open, free, fair and transparent presidential and legislative elections

External factors

United Nations police- and troop-contributing countries will continue to provide the required troops and police personnel; necessary material and financial donor support for the re-establishment of State authority and for the holding of elections will be available; political and security situation in Côte d'Ivoire will remain stable; parties will remain committed to the implementation of the Ouagadougou Political Agreement

Table 5
Human resources: component 4, peace process

	International staff										
I. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Political Affairs Office											
Approved posts 2007/08	—	1	6	7	—	1	—	**15**	2	—	**17**
Proposed posts 2008/09	—	1	6	7	—	1	—	**15**	2	—	**17**
Net change	—	—	—	—	—	—	—	—	—	—	—
Electoral Assistance Office											
Approved posts 2007/08	—	1	6	15	—	2	—	**24**	1	136	**161**
Proposed posts 2008/09	—	1	6	15	—	2	—	**24**	1	146	**171**
Net change	—	—	—	—	—	—	—	—	—	**10**	**10**
Approved temporary positions[b] 2007/08	—	—	—	—	—	—	—	—	—	—	—
Proposed temporary positions[b] 2008/09	—	—	1	1	—	—	—	**2**	—	—	**2**
Net change	—	—	**1**	**1**	—	—	—	**2**	—	—	**2**
Subtotal											
Approved 2007/08	—	1	6	15	—	2	—	**24**	1	136	**161**
Proposed 2008/09	—	1	7	16	—	2	—	**26**	1	146	**173**
Net change	—	—	**1**	**1**	—	—	—	**2**	—	**10**	**12**
Communications and Public Information Office											
Approved posts 2007/08	—	1	3	11	4	1	—	**20**	63	11	**94**
Proposed posts 2008/09	—	1	3	13	5	1	—	**23**	73	14	**110**
Net change	—	—	—	**2**	**1**	—	—	**3**	**10**	**3**	**16**

Total posts											
Approved 2007/08	—	3	15	33	4	4	—	59	66	147	272
Proposed 2008/09	—	3	15	35	5	4	—	62	76	160	298
Net change	—	—	—	2	1	—	—	3	10	13	26
Total temporary positions											
Approved 2007/08	—	—	—	—	—	—	—	—	—	—	—
Proposed 2008/09	—	—	1	1	—	—	—	2	—	—	2
Net change	—	—	1	1	—	—	—	2	—	—	2

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Electoral Assistance Office

International staff: Increase of 2 general temporary assistance positions (P-4 and P-3)

United Nations Volunteers: Increase of 10 positions

38. Currently, the Electoral Assistance Division carries out its functions from 14 Regional Electoral Offices. These Offices, through 68 teams, are closely monitoring the work of the mobile courts, assist and advise the 430 local offices of the Independent Electoral Commission, and support the National Commission for Supervision of Identification in its deployment of 227 Local Commissions for Supervision of Identification. The Independent Electoral Commission and the Commission locales de supervision de l'identification are national institutions designated in the Ouagadougou Political Agreement for the implementation of the general identification of the population and the electoral process.

39. Currently, the Electoral Assistance Office is unable to cover the Gagnoa and Divo areas owing to the lack of security presence in that region. However, because of the changing political environment resulting from the Ouagadougou Political Agreement and Flame of Peace, the Operation will be opening a new military base in the region, thus allowing for the safe deployment of electoral staff in the 15th regional electoral office at Divo.

40. With each of the 14 regional electoral offices coordinated by an Electoral Officer-Coordinator (P-3) who supervises Electoral Officers (United Nations Volunteers), it is proposed to strengthen the regional electoral office in the Gagnoa/Divo region with one proposed general temporary assistance position of Electoral Officer-Coordinator (P-3) and four Electoral Officer (United Nations Volunteers) positions to monitor the identification and electoral process.

41. The Security Council, in its resolution 1765 (2007) endorsed the Secretary-General's recommendation to include the coordination of international observers. A small unit attached to the UNOCI electoral component and dedicated to the coordination of long- and short-term observation of the electoral process is therefore proposed with responsibility to coordinate the gathering of electoral data and, without interfering, inform the Operation about the electoral process. The proposed Unit will be staffed with a general temporary assistance position of Electoral Officer (P-4), who will supervise the 15 regional Electoral Officers-Coordinators in all matters related to the electoral observation; provide guidelines on electoral

observations; coordinate the international observers with the regional electoral office; and be responsible for liaising with international observation bodies and embassies. The proposed Unit will also include two proposed Electoral Officers (United Nations Volunteers), who will gather and analyse information from the UNOCI electoral field offices and observation teams; one proposed Electoral Officer (United Nations Volunteer) will assist and advise the international and national observation bodies; one proposed Electoral Officer (United Nations Volunteer) will undertake report writing functions; one proposed Web Assistant (United Nations Volunteer) will monitor all the written and electronic media and gather information; and one proposed Electoral Officer (United Nations Volunteer) will liaise with the national authorities on observation matters.

Communication and Public Information Office

International staff: Increase by 3 posts (2 P-3 and 1 Field Service)

National staff: Increase by 10 posts (national General Service staff)

United Nations Volunteers: Increase by 3 positions

42. One of the key components of the Communications and Public Information Office is its radio station, ONUCI-FM, which is headquartered in Abidjan and has correspondents in each of the 12 existing hinterland locations. The signing of the Ouagadougou Political Agreement in March 2007 provided the population of Côte d'Ivoire with much-needed hope and as emphasized by the Security Council in successive resolutions, access to impartial and reliable information remains essential to the success of the peace process. However, many Ivorians still do not have access to ONUCI-FM. To promote the peace process, the Security Council in its resolution 1739 (2007) also emphasized the need for ONUCI-FM to provide coverage to the entire country. Therefore, the Communications and Public Information Office proposes to enhance the capacity of ONUCI-FM to provide specific information packages tailored to the sensitive areas in the west and the north by stationing two proposed Radio Producers (P-3) in the Regional Field Office at Bouaké and Daloa.

43. The Office currently has 10 individual contractors performing the functions of Public Information Assistant, Radio Production Assistant and Broadcast Technicians. As these functions are of a continuous nature, it is proposed to convert the 10 individual contractors to national (General Service staff) posts in accordance with section VIII, paragraph 11, of General Assembly resolution 59/296. Establishment of national posts will reduce UNOCI dependence on non-United Nations personnel in a sensitive area such as information and sensitization, enhance accountability of personnel who would now be answerable directly to UNOCI, rather than an entity to which their functions have been outsourced, enhance their credibility and thereby improve their ability to function, and enhance their access to transport and other United Nations services.

44. The central Public Information Office in Abidjan is supported by two sector offices in Daloa and Bouaké, as well as subregional offices in 12 locations, namely, Bondoukou, Bouna, Daoukro, Duékoué, Gagnoa, Guiglo, Korhogo, Man, Odienne, San Pedro, Séguéla and Yamoussoukro. To enhance the UNOCI capacity to promote the peace process and monitor the Ivorian media for any incitements to hatred, violence, intolerance or other abuses, pursuant to various Security Council resolutions, including resolution 1739 (2007), it is proposed to increase the number

of subregional offices from 12 to 15 by establishing offices at Abengourou, Aboisso and Ferkéssedougou. These are key functions, given the sensitivity of the electoral period and the vulnerability of the peace process to misinformation and other divisive practices. The three proposed subregional offices will serve as a bridge between the Media Monitoring and Development Unit in Abidjan and proximity radios with regard to the provision of training for the staff of community radios, which is also a way of promoting the peace process by improving the professionalism of the media. Each proposed subregional office will be staffed by 3 Public Information Officers (United Nations Volunteers).

45. Also, the increase in the number of subregional offices means that there is a need for additional staff to enable the main office in Abidjan to enhance its management and administrative capacity. Therefore, one Administrative Assistant (Field Service) is proposed to assist the Communications and Public Information Office with personnel-related matters; arrange and follow up on meetings of the Chief of the Public Information Office; prepare official correspondence; make travel arrangements on assignments; deal with administrative issues; and liaise with two regional field offices and 15 subregional offices.

Component 5: law and order

46. The efficient and effective enforcement of law and order is dependent on a disciplined and professional police force. The Operation will continue to focus on restoring public confidence and improving the public image of the Ivorian police by regularly patrolling alongside the local police, constantly monitor the activities of the local police and provide advisory services on respect for human rights. With the implementation of the Ouagadougou Political Agreement, the main focus will be assisting and advising the Integrated Command Centre and Mixed Brigades. This will be sustained until the redeployment of administration to the areas controlled by the Defence and Security Forces and the Armed Forces of the Forces Nouvelles.

47. The Rule of Law, Judicial System and Prison Advisory Section, as mandated by Security Council resolution 1528 (2004) and subsequent resolutions, will continue to assist the Ivorian Government in re-establishing the authority of the judiciary and the rule of law throughout Côte d'Ivoire. The Office will focus on advising and assisting the redeployment of the judiciary and penitentiary systems to the north; on support to the application of the Rural Land Law; advocate justice system reform; and mobilize donor support for the training of judicial and corrections personnel.

Expected accomplishments	*Indicators of achievement*
5.1 Enhanced public law and order and creation of a sustainable operational capacity of the National Police and the Gendarmerie in Côte d'Ivoire	5.1.1 Continued deployment of 600 police auxiliaries in 2 gendarmeries legions and 4 prefectures de police, 59 police stations and gendarmerie brigades in the northern part of the country
	5.1.2 Approval of a plan for the restructuring of the defence and security forces of Côte d'Ivoire by the Joint Security Sector Reform Coordinating Cell

5.1.3 Increased number of women in the police structure (2007/08: 12 per cent; 2008/09: 20 per cent)

Outputs

- Daily mentoring visits to 12 préfectures de police, 6 legions, commissariats, companies and squadrons in the northern part of Côte d'Ivoire
- Conduct 300 monthly security escorts throughout the country as well as security reinforcement for the Electoral Division personnel, Audiences Foraines and the distribution of national educational exams
- 12 refresher courses on internationally recognized policing standards for the National Police and the Gendarmerie
- Conduct of 6 training courses for 900 members of the defence and security forces at the gendarmerie and police academies to improve their professional capacity in crowd control
- 36,500 patrol days of (2 United Nations Police observers per patrol x 50 patrol teams x 365 days) monitoring and mentoring in Sectors East, West and throughout the government-controlled zone in the South, areas controlled by the FAFN and along the green line
- Train 600 auxiliaries in the North and conduct mixed patrols on a daily basis with this newly formed auxiliary force to provide assistance, guidance and mentoring
- Conduct courses, seminars and forums, and accompany local Defence and Security Forces and the Armed Forces of the Forces Nouvelle officers in their day-to-day activities (patrols, interventions and investigations)
- Advice to the national law enforcement agencies on police operations, investigations, community policing and special programmes, such as the Traffic Accident Brigade, Airport Security, with the deployment of United Nations Police Liaison Officer and Technical Advisers at the Operational Command Post and Unit's Operations Room
- Conduct of separate joint daily patrols with FAFN in the North, FDS in the South and Impartial Forces in former zone of confidence (Licorne, UNOCI Military and United Nations Police FPU) to ensure the security and safety of the civilian population on imminent threat of physical violence
- Daily advice to the Integrated Command Centre on reform and restructuring for the national police and gendarmerie
- Conduct campaign against corruption, including through 4 workshops for the national police and gendarmerie
- Conduct 4 specialized training sessions to advise national police and gendarmerie on the standard operational procedures to deal with cases of rape, domestic violence and sexual abuse
- Advice through daily contacts with the Defence and Security Forces authorities, particularly those running the police academy in Abidjan and the gendarmerie academies in Abidjan and Toroguye on the introduction of a gender module in the training curricula of the police academy

Expected accomplishments	*Indicators of achievement*
5.2 Re-establishment of the authority of the judiciary and the rule of law institutions (including corrections) throughout Côte d'Ivoire	5.2.1 Adoption by the Government of core legislation (3 draft laws, including a new statute of the judiciary, and laws on Supreme Judicial Council (Conseil supérieur de la magistrature)) and on the organization of the judiciary 5.2.2 Establishment of 11 courts in the northern part of Côte d'Ivoire and full redeployment of judicial personnel (2004/05: 0; 2005/06: 0; 2006/07: 0; 2007/08: 3; 2008/09: 11) 5.2.3 Increase in the number of prison facilities reopened in the northern prefectures of Côte d'Ivoire (2006/07: 0; 2007/08: 3; 2008/09: 11) 5.2.4 Reduction in the number of deaths in custody/prisons (2004/05: 376; 2005/06: 300; 2006/07: 225; 2007/08: 214; 2008/09: 190) 5.2.5 Increased number of prisoners paroled or benefiting from presidential pardon (2004/05: 0; 2005/06: 10; 2006/07: 50; 2007/08: 100; 2008/09: 150)

Outputs

- Advice through monthly consultations with Ivorian authorities on issues of judicial administration, national identification and constitutional, legislative and regulatory reforms in accordance with Linas-Marcoussis, Accra III, Pretoria, Ouagadougou Agreements and relevant Security Council resolutions
- Monitoring and reporting on judicial proceedings resulting from appeals and political disputes related to the identification and electoral processes and provide recommendations to national authorities on how to address the identified shortcomings
- Advice to the Government on the establishment and monitoring of post-crisis transitional justice processes by compiling and sharing with authorities best international post-conflict practices, such as truth-seeking and reparation to victims
- Advice to the Government on the settlement of disputes related to recovery of land and property by returning internally displaced persons, by reporting on the process of land and property claims, dispute settlement and recovery and advising the authorities on best international practices of return, resettlement and recovery of property
- Monitoring of 52 trials or hearings on due process and good administration of justice throughout the country and provision of reports to the Government on compliance with international standards
- Monitoring of 6 cases on the judicial and legal processes of human rights abuses within the framework of the fight against impunity
- Annual visits to 37 jurisdictions throughout the country as a part of the ongoing justice system evaluation programme

- Advise the Government on planning the redeployment of the judiciary (concerted redeployment of the law enforcement, judicial and corrections components) and monitor the process of establishing 11 courts in the northern part of Côte d'Ivoire following the redeployment of the judicial personnel
- Publication of a progress report on the justice system of Côte d'Ivoire, including follow-up to previous rule of law reports; publication of specialized studies on different aspects of criminal justice (such as pre-trial detention) in Côte d'Ivoire
- Organization of 2 seminars/workshops for national stakeholders on legal aid and women's access to justice
- 208 prison visits throughout the country to monitor, advise and report to the Government of Côte d'Ivoire on prison management and prisoners' condition with special attention to women and minor detainees
- Assist the Government in the establishment of an Academy for Penitentiary Personnel and mobilize donor support for the development of its curricula, training and exchange programmes
- Weekly meetings with the National Prison Administration to advise on the development, implementation and monitoring of standard operating procedures in compliance with internationally recognized prison standards, including prisoners' complaints and grievances, disciplinary offences involving prisoners, health issues, death in custody and use of restraint equipment
- Assist the Government in planning the redeployment of the prison system to the north by advising on staffing, security and prison administration, and assisting in the mentoring of new recruits to be deployed to the north
- Organize 5 workshops for 250 prison staff and prisoners concerning HIV/AIDS

External factors

Donors will implement major judicial and good governance reform initiative, involving resources and technical assistance for strengthening the legal and judicial system; United Nations police-contributing countries will continue to provide the required United Nations police officers

Table 6
Human resources: component 5, law and order

Category	*Total*
I. United Nations police	
Approved 2007/08	450
Proposed 2008/09	450
Net change	—
II. Formed police unit personnel	
Approved 2007/08	750
Proposed 2008/09	750
Net change	—

	International staff										
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Police Commissioner											
Approved posts 2007/08	—	1	4	1	1	2	—	9	9	—	18
Proposed posts 2008/09	—	1	4	1	1	2	—	9	9	—	18
Net change	—	—	—	—	—	—	—	—	—	—	—
Rule of Law, Judicial System and Prison Advisory System											
Approved posts 2007/08	—	—	4	4	—	1	—	9	13	4	26
Proposed posts 2008/09	—	—	4	4	—	1	—	9	13	4	26
Net change	—	—	—	—	—	—	—	—	—	—	—
Government-provided personnel 2007/08	—	—	—	—	—	—	—	—	—	—	8
Government-provided personnel 2008/09	—	—	—	—	—	—	—	—	—	—	8
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved posts 2007/08	—	—	4	4	—	1	—	9	13	4	34
Proposed posts 2008/09	—	—	4	4	—	1	—	9	13	4	34
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff											
Approved posts 2007/08	—	1	8	5	1	3	—	18	22	4	52
Proposed posts 2008/09	—	1	8	5	1	3	—	18	22	4	52
Net change	—	—	—	—	—	—	—	—	—	—	—
Total (I-III)											
Approved 2007/08											1 252
Proposed 2008/09											1 252
Net change											—

[a] Includes National Officers and national General Service staff.

Component 6: support

48. The support framework component reflects the work of the Mission Support Division, the Security Section and the Conduct and Discipline Team. Under the new concept of operations, substantive staff must be supported in regional locations and the military will be relocated from the government and the 24 leased buildings to new, more centralized camps based in 6 regions (Dabakala, Issia, Divo, Adzope, Boundialli and Guiglo) that will serve as the base of operations for the mobile patrols. The co-location of United Nations police officers with the national police in 60 locations throughout the country will require logistical and communication support.

Expected accomplishments	*Indicators of achievement*
6.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation	6.1.1 95 per cent completion of infrastructure renovations and reconstruction projects for all buildings required for mission operations to meet minimum operating security standards
	6.1.2 Reduction in the average number of reported malaria cases among UNOCI personnel (2005/06: 6 cases per month; 2006/07: 4 cases per month; 2007/08: 3 cases per month; 2008/09: 2 cases per month)
	6.1.3 Reduction in the number of vehicle accidents per 100 vehicles (2006/07:5 accidents; 2007/08: 4 accidents; 2008/09: 2 accidents)
	6.1.4 19 per cent reduction in the rations cost from $5.10 to $4.15
	6.1.5 20 per cent reduction in the per man rotation cost from $5,123 to $4,098

Outputs

Service improvements

- Completion of improved mission buildings and infrastructure enabling an effective and efficient security and evacuation plan
- Organization of malaria prevention programme for military observers, United Nations police and civilian personnel in Abidjan, Bouaké and Daloa
- Enforcement of a stricter driver programme complemented by driver awareness and road-safety campaigns, as well as penalties, including suspension and/or revocation of driving permits, for violation recorded by CarLog system
- Implementation of calories-based ordering system as compared to quantity-based ordering, which will lead to a reduction in overall mission rations cost
- Implementation of regional cooperation agreement with UNMIL for use of United Nations-chartered aircraft, which will lead to a reduction in overall rotation cost

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 7,915 military contingent personnel, 200 military observers, 450 United Nations police officers and 750 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- Monthly storage of 1,000 tons and supply of 600 tons of rations, 21-day reserve of combat rations of total 171,000 packs and 770,000 litres of water for military contingent and formed police personnel in 40 locations
- Administration of an average of 1,528 civilian staff, comprising 500 international staff, 709 national staff, 301 United Nations Volunteers, 10 general temporary assistance staff and 8 government-provided personnel
- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Maintenance and repair of military and formed police unit sites, United Nations police premises and civilian staff premises in approximately 87 locations
- Sanitation services for 77 premises, including collection and disposal of sewage and garbage
- Operation and maintenance of 24 United Nations-owned water purification, bottling plants and chlorine-dosing systems in 17 locations
- Operation and maintenance of 252 United Nations-owned generators in 80 locations
- Storage and supply of 1.6 million litres of petrol, oil and lubricants for generators
- Maintenance and renovation of 80 km of roads, 1 bridge, 15 airfields and helicopter landing sites in 15 locations
- Maintenance and renovation of 5 aviation fuel farm sites in 5 locations

Ground transportation

- Operation and maintenance of 1,098 United Nations-owned vehicles through 3 workshops in 3 locations
- Supply of 11.6 million litres of petrol, oil and lubricants for ground transportation
- Operation of a daily shuttle service 5 days a week for an average of 600 United Nations personnel per day from their accommodation to operation area

Air transportation

- Operation and maintenance of 4 fixed-wing and 9 rotary-wing aircraft (including 3 military-type and 2 SAR-capable helicopters, and 4 on commercial contracts) in 4 locations
- Supply of 7.8 million litres of petrol, oil and lubricants for air operations

Naval transportation

- Operation and maintenance of 2 boats
- Supply of 43,800 litres of petrol, oil and lubricants for naval transportation

Communications

- Support and maintenance of a satellite network consisting of 1 earth station hub and 71 narrowband digital radio system to provide voice, fax, video and data communications
- Support and maintenance of 32 very small aperture terminal (VSAT) systems, 43 telephone exchanges and 25 microwave links
- Support and maintenance of 2,030 mobile radios (high frequency and very high frequency) (HF and VHF), 436 base station radios (HF and VHF), 3,214 hand-held VHF radios
- Support and maintenance of 23 FM radio broadcast stations and 4 radio production and broadcasting studios

Information technology

- Support and maintenance of 93 servers, 1,647 desktop computers, 505 laptop computers, 1,072 printers and 171 digital senders in 37 locations
- Support and maintenance of 54 local area networks (LAN) and 24 wide area networks (WAN) for 2,500 users in 47 locations
- Support and maintenance of the wireless area network
- Development of a geographic information system for providing approximately 5,500 administrative, planning and thematic maps to support policy decisions, situational awareness and for operational purposes

Medical

- Operation and maintenance of 1 level-I plus clinic, 22 level-I clinics, 2 level-II hospitals at two regional headquarters
- Maintenance of mission-wide land and air evacuation arrangements for all locations, including two level-III hospitals in Abidjan and level-IV hospitals in Accra (Ghana), South Africa (Johannesburg) and level-IV hospitals in Morocco and Kenya
- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all Operation personnel
- HIV sensitization programme, including peer education, for all Operation personnel

Security

- Provision of security services 24 hour a day, 7 days a week for all Operation area
- 24 hours close protection to senior UNOCI staff and visiting high-level officials
- Mission-wide site security assessment, including residential surveys for 500 international staff, 301 United Nations Volunteers, 450 United Nations police, 200 military observers and 120 military staff officers
- Conduct of an average total of 200 information sessions on security awareness and contingency plans for all Operation staff

External factors

Suppliers of goods and services will be able to deliver as contracted

Table 7
Human resources: component 6, support

Category	*International staff*										*Total*
I. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*General Service*	*Security Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Conduct and Discipline Team											
Approved posts 2007/08	—	—	2	1	—	—	—	3	1	—	4
Proposed posts 2008/09	—	—	2	1	—	—	—	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2007/08	—	—	1	—	1	—	—	2	1	—	3
Proposed temporary positions[b] 2008/09	—	—	1	1	1	—	—	3	1	—	4
Net change	—	—	—	1	—	—	—	1	—	—	1
Subtotal											
Approved 2007/08	—	—	3	1	1	—	—	5	2	—	7
Proposed 2008/09	—	—	3	2	1	—	—	6	2	—	8
Net change	—	—	—	1	—	—	—	1	—	—	1
Security Section											
Approved posts 2007/08	—	—	2	8	32	12	18	72	57	—	129
Proposed posts 2008/09	—	—	1	7	43	8	18	77	97	—	174
Net change	—	—	(1)	(1)	11	(4)	—	5	40	—	45
Approved temporary positions[b] 2007/08	—	—	—	—	—	—	—	—	2	—	2
Proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	2	—	2
Net change	—	—	—	—	—	—	—	—	—	—	—
Subtotal											
Approved 2007/08	—	—	2	8	32	12	18	72	59	—	131
Proposed 2008/09	—	—	1	7	43	8	18	77	99	—	176
Net change	—	—	(1)	(1)	11	(4)	—	5	40	—	45
Office of the Chief, Mission Support Division											
Approved posts 2007/08	—	1	6	2	5	3	—	17	5	—	22
Proposed posts 2008/09	—	1	6	2	6	3	—	18	5	1	24
Net change	—	—	—	—	1	—	—	1	—	1	2
Administrative Services											
Approved posts 2007/08	—	—	9	17	32	3	—	61	96	35	192
Proposed posts 2008/09	—	—	9	18	37	3	—	67	103	35	205
Net change	—	—	—	1	5	—	—	6	7	—	13

Approved temporary positions[b] 2007/08	—	—	—	—	—	—	—	—	5	—	5
Proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	—	—	(5)	—	(5)
Subtotal											
Approved 2007/08	—	—	9	17	32	3	—	61	101	35	197
Proposed 2008/09	—	—	9	18	37	3	—	67	103	35	205
Net change	—	—	—	1	5	—	—	6	2	—	8
Integrated Support Services											
Approved posts 2007/08	—	—	11	33	125	9	—	178	319	76	573
Proposed posts 2008/09	—	—	11	34	126	9	—	180	329	78	587
Net change	—	—	—	1	1	—	—	2	10	2	14
Approved temporary positions[b] 2007/08	—	—	—	—	—	—	—	—	11	—	11
Proposed temporary positions[b] 2008/09	—	—	—	—	—	—	—	—	4	—	4
Net change	—	—	—	—	—	—	—	—	(7)	—	(7)
Subtotal											
Approved 2007/08	—	—	11	33	125	9	—	178	330	76	584
Proposed 2008/09	—	—	11	34	126	9	—	180	333	78	591
Net change	—	—	—	1	1	—	—	2	3	2	7
Total posts											
Approved 2007/08	—	1	30	61	194	27	18	331	478	111	920
Proposed 2008/09	—	1	29	62	212	23	18	345	535	114	994
Net change	—	—	(1)	1	18	(4)	—	14	57	3	74
Total temporary positions											
Approved 2007/08	—	—	1	—	1	—	—	2	19	—	21
Proposed 2008/09	—	—	1	1	1	—	—	3	7	—	10
Net change	—	—	—	1	—	—	—	1	(12)	—	(11)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

Conduct and Discipline Team

International staff: Increase by 1 general temporary assistance (P-3) position

49. The Conduct and Discipline Team is currently staffed with one Chief Conduct and Discipline Officer (P-5), three Conduct and Discipline Officers (1 P-4 post, 1 general temporary assistance (P-4) position and 1 National Professional Officer), one Reporting Officer (P-2), one Administrative Assistant (general temporary assistance (Field Service)) position and one Administrative Assistant (general temporary assistance (national General Service staff)) position.

50. To further build on its preventative strategy and activities, including awareness-raising and refresher training of troops, since May 2007, the Team has

deployed two Conduct and Discipline Officers (P-4) to each of the two regional field headquarters in Daloa and Bouaké. This deployment has brought the Team closer to its constituents, particularly the military contingents, making it more accessible and able to respond to cases of misconduct and also to proactively take action to prevent misconduct. The new operational concept resulted in the Conduct and Discipline Team becoming more visible, with more UNOCI personnel requesting advice and consultation. However, this deployment has resulted in only one Chief of Team (P-5), one Reporting Officer (P-2), one Conduct and Discipline Officer (National Professional Officer) and one Administrative Assistant (Field Service) present in Abidjan. Given the increase in the number of registered cases being handled in Abidjan, where the database is maintained, the current Team strength is insufficient to carry out its functions, especially awareness-raising and timely handling of allegations of misconduct. One additional general temporary assistance position of Conduct and Discipline Officer (P-3) is therefore proposed, who, in addition to handling the increasing volume of misconduct cases, will assist with training in the Abidjan area and direct the Operation's overall awareness campaign.

Security Section

International staff: Increase by 10 posts, abolition of 1 post, reclassification of 2 posts and conversion of 4 posts to national staff

National staff: Increase by 36 posts (national General Service staff) and conversion of 4 international staff (Field Service) posts

51. The further decentralization of UNOCI operations has created additional responsibilities in ensuring an adequate security presence in all regional offices on the basis of 24-hour-a-day, 7-day-a-week coverage. With only 8 out of 10 regional offices being managed by one security officer, it does not allow for such coverage of Security Operation Centres. This arrangement does not meet the Department of Safety and Security and Department of Peacekeeping Operations policies, minimum operating security standards and General Assembly requests in its resolution 60/123 on the safety and security of humanitarian personnel and protection of United Nations personnel. Therefore, with 10 area security offices requiring coverage by 2 international security officers each, 8 additional Security Officers (Field Service) posts are proposed, who will ensure twenty-four/seven operations in these remote regions; assist in providing security inputs to electoral and humanitarian operational planning and actions; assist security operations conducted by agencies and UNOCI within their area; conduct preliminary incident and accident investigations involving United Nations staff and premises; coordinate and liaise with local area security authorities to bring the best security support to all United Nations offices deployed within their area; assist closely on security and safety matters with all other offices of the United Nations system in the area to ensure the best possible security management; work closely with the Regional Security Officer (managing the security and safety in the whole Sector) in conducting area security-risk assessment and making relevant recommendations for mitigating measures; conduct security surveys of residential areas and premises and implement minimum operating security standards based on up-to-date threat and risk assessment; and work closely with the Regional Security Officer in developing and maintaining area-specific security.

52. Also, to enable adequate supervision, management and coordination of security operations throughout the country, two Security Officer-Operations (P-3 and Field Service) posts are proposed to be based in Abidjan.

53. The minimum operating security standards requirement for the twenty-four/seven operations of the Security Operation Centres in Abidjan and at the 10 Field Security Offices is for 5 Radio Operators (national General Service staff) per centre, requiring a total of 55 posts. With only 15 Radio Operators (national General Service staff) to run 11 Security Operation Centres, the Operation is short of 40 posts. It is thus proposed to strengthen the Security Section by 36 additional Radio Operators (national General Service staff) and convert the 4 previously approved international Radio Operators (General Service (Other level)) posts to national Radio Operators (national General Service staff) posts, who will be assigned to the Security Operations Centres in Abidjan and in the regions, namely, Bouaké — Sector East regional headquarters, Daloa — Sector West regional headquarters, Yamoussoukro Forward Logistics Base, Korogho, Bondoukou/Bouna, San Pedro/Tabou, Guiglo, Man, Séguéla and Odienne to ensure a twenty-four/seven operation of the 11 Security Operation Centres in Côte d'Ivoire. A number of functions of these proposed 40 posts (12 Radio Operators and 5 intervention team members) have been performed under individual contract for a period exceeding one year. Therefore, taking into account the continuous nature of functions, including in these proposed 40 posts, it is proposed to convert 17 individual contractors to national (General Service staff) posts in line with section VIII, paragraph 11, of General Assembly resolution 59/296.

54. In addition, with the Operation no longer being in the start-up phase, one Supervisor, Security Operations Centre (P-2) post and one Supervisor, Plans and Operations Cell (P-2) post are proposed for conversion to the Field Service category; and the Chief Security Officer (P-5) post is proposed for abolition as the functions are transferred to Department of Safety and Security to be funded through cost-sharing arrangements.

Office of the Chief, Mission Support Division

International staff: Increase by 1 post (Field Service)

United Nations Volunteer: Increase by 1 position

55. The current staffing of the Board of Inquiry Section (1 P-3, 1 Field Service and 1 national General Service staff) is insufficient to address the volume and complexity of Board of Inquiry-related cases with a significant backlog of cases dating as far back as 2004. On average, the Board of Inquiry Section receives 62 cases every year, with each case on average requiring two months for processing (convene, complete and submit the case to Headquarters. Some complex cases require as much as six months to conclude. The Board of Inquiry Section has processed, on average, only 34 cases per annum, thereby generating a significant backlog of cases which also needs to be cleared, while it continues to process the current cases. The limited staffing has made it difficult for the Section to provide support and guidance to the ongoing Boards, promptly review and edit submitted reports, finalize files for Headquarters, liaise with partner offices in the follow-up of investigations and reporting procedures as well as perform substantial administrative tasks resulting from the creation of files and collection of evidence. The Board of Inquiry Section had to adjust to this situation by prioritizing cases

according to the type of incident, giving priority to death and serious injury cases. This choice is nevertheless leading to delays in the convening of other types of cases, mainly those involving property loss and damages, as well as traffic accidents, and therefore two additional Board of Inquiry Assistants (Field Service and United Nations Volunteer) posts are proposed to strengthen the Section.

56. One proposed Board of Inquiry Assistant (Field Service) will act as a permanent Board of Inquiry Secretary and provide guidance to the Boards; enable the office to produce simultaneous concise and well-written reports, therefore saving time and permitting expedient handling of Board of Inquiry cases; and review the investigation reports, identify the relevant evidence, transcribe witness statements, prepare the transmittal memorandums for Headquarters and act as a focal point in the absence of the Board of Inquiry Officer. One additional Board of Inquiry Assistant (United Nations Volunteer) will support the Section in the timely convening of the cases, request the missing documentation, translate required documents, coordinate meetings, track the Board of Inquiry database and follow up on the completion of the Board of Inquiry files, draft memorandums, as well as act as a permanent Board of Inquiry Secretary.

Administrative Services

International staff: Increase by 6 posts (1 P-3 and 5 Field Service)

National staff: Increase by 2 posts and conversion of 5 temporary positions

Medical Section

International staff: Increase by 2 posts (Field Service)

National staff: Increase by 1 post (National Professional Officer) and conversion of 5 temporary positions to posts (national General Service staff)

57. The Operation's level-I Plus hospital, which includes a dental unit and X-ray room, is expected to accommodate a growing number of staff while providing a twenty-four/seven service to personnel. The staffing review by the Operation concluded that the Section was inadequately staffed to respond to the needs of a level-I Plus hospital. Therefore, to continue the twenty-four/seven operations of the Medical Section, five Nurses (national General Service staff) currently on general temporary assistance positions are proposed for conversion to posts in view of the continuous nature of functions required until the final phase of the Operation.

58. One Medical Officer-Radiologist (National Professional Officer) is proposed for the level-I Plus facility in Integrated Operation Headquarters at Sebroko, which performs at least 35 X-rays per week. The Medical Officer-Radiologist will interpret the X-ray films from the two ultrasound machines, currently done by the medical officers; interpret dental X-rays that require interpretation by a specialist; and finally, because of the confidential nature of the information, the incumbent will also be responsible for maintaining and safekeeping all the X-ray results from the Operation and external radiology service providers.

59. In addition, it is proposed that the section be strengthened through the establishment of one Material and Asset Assistant Manager (Field Service) post, who will maintain and monitor the condition of medical equipment; be responsible for record keeping and inventory of medical items, while assuring an effective

management of medical requisitions; be responsible for the control of medical assets in the level-I Plus hospital, the warehouses in Abidjan, and in both level-I facilities in the two regional field offices; and manage the medical stock, ensuring that all medications are consumed or disposed of before expiration dates.

60. Moreover, with an increasing number of staff coming for dental service, radiology, surgery and consultations, the workload has become unsustainable for the sole Administrative Assistant of the Section. To assist and coordinate the increased activities that are linked to the twenty-four/seven operation of the level-I Plus hospital, one Administrative Assistant (Field Service) post is proposed to assist the consultants in receiving and orienting patients; be responsible to follow up on medical and administrative documents in medical evacuation cases and repatriations; assist in the budget preparation and implementation of the medical section; order, store and make available the medical training materials and maintain statistics on medical training; assist the pharmacist in the preparation and follow-up of the requisitions; and give support to the Chief Medical Officer on all administrative matters and maintain strict confidentiality of the medical files.

Finance Section

International staff: Increase by 1 post (Field Service)

61. The Finance Section is responsible for payroll activities, travel claims, vendor payments, delivery of payments to the regional field offices, including team sites and taking follow-up action on outstanding obligations and outstanding receivable accounts. With an almost 20 per cent increase in the military, police and civilian strength from 2005/06 to 2007/08, there was no corresponding increase in the level of the Finance Section staffing to meet the additional workload, in particular with regard to the payroll activities. One Finance Assistant (Field Service) is therefore requested to strengthen the Payroll Unit.

Integrated Mission Training Centre

International staff: Increase by 1 post (Field Service)

62. The Integrated Mission Training Centre responsible for civilian, military and United Nations police training and learning functions offers a wide range of training programmes both in Operation headquarters and in sectors, covering 50 locations spread throughout Côte d'Ivoire. Mandatory training delivered by the Training Centre staff include the three-day Induction Training Programme on Prevention of Sexual Exploitation and Abuse and the E-Pas training, delivered both in English and French to ensure a comprehensive understanding by all civilians, military and United Nations police personnel. However, with inadequate staffing, it is not possible to meet these basic training requirements as stated by the Board of Auditors in its report, which observed that the Integrated Mission Training Centre is not able to deliver a number of mandatory Sexual Exploitation and Abuse training sessions for the staff and personnel in peacekeeping missions. In addition, the Integrated Mission Training Centre seeks to increase the number of in-mission training programmes, in an attempt to reduce the volume of external training in line with Board of Auditors and Office of Internal Oversight Services recommendations; and respond to the training requirements of Operation staff located within the different sectors, which are not fully met by decentralizing training activities and regularly sending training staff members to the regions. Therefore, one Training Assistant

(Field Service) is proposed to strengthen the Training Centre's capacity to deliver Sexual Exploitation and Abuse prevention and other training programmes that is part of the mandatory induction programme.

Counselling Unit

International staff: Increase by 1 post (P-3)

63. The Counselling Unit is staffed with one Chief Staff Counsellor (P-4) and two Counsellors (United Nations Volunteers) with the Chief Staff Counsellor covering Abidjan and the two Counsellors responsible for the staff in Sector East and Sector West. For the period from 2005/06 to 2006/07, the Unit has seen an increase in complicated cases of psychiatric disorders from 5 to 17 that required an advanced level of clinical training and experience. Additionally, cases of behavioural problems among the senior staff are not addressed in the absence of the Chief Staff Counsellor as the United Nations Volunteers counsellors lack the clinical experience. It is therefore proposed to strengthen the Counselling Unit with one proposed Staff Counsellor (P-3) post as the United Nations Volunteers conditions of service do not attract candidates with the experience required to address the most complex issues, particularly those concerning senior management.

64. The proposed Staff Counsellor (P-3) will assist and support the Unit in mediations while advising the administration; provide counselling services within the Operation area; perform individual assessments in the case of individual staff members experiencing difficulty coping and/or presenting mental health-related symptoms or syndromes; advise the Senior Staff Counsellor and other personnel officers in cases where an identified problem is likely to have professional, vocational and/or counselling effect; advise Chiefs of Sections, with the aim of improving the working atmosphere in their respective sections; perform critical incident stress defusing and/or debriefings; establish a link and liaise with the members of the Staff Welfare Committee and members to develop programmes designed to improve the quality of life of staff members within the Operation area; provide training sessions on stress management as needed; monitor environmental factors that could lead to stress, with particular focus on stress related to critical incidents with respect to civilian staff members of the Operation; and develop, organize and implement a stress management programme for such staff.

General Services Section

International staff: Increase by 1 post (Field Service)

National staff: Increase by 1 post (national General Service staff)

65. The Claims/Property Survey Unit in the General Services Section receives an average of 90 security incident/accident reports per month. This number consists of approximately 15 (17 per cent) reports of incident/accident cases on write-off of United Nations-owned equipment and 75 (83 per cent) reports on write-off of repair costs. From the total of 75 reports, 60 reports comprise accidents between United Nations vehicles and third parties, which further requires processing of third-party vehicle claims. Also, there is a considerable increase in the number of write-off requests owing to ageing of assets, with Galileo Write-off Disposal Module having approximately 250 write-off requests pending processing action to date. With the number of requested cases for write-off increasing each year by at least 10 per cent,

the current authorized staffing of the Claims/Property Survey Unit of one P-3, one Field Service, one United Nations Volunteer and three national General Service staff is insufficient to address the volume of write-off and third-party claim cases. The Board of Auditors also noted the negative impact that these delays could have on the market prices for assets to be disposed of through commercial sale.

66. In addition, processing of third-party claims is time consuming and sensitive, especially those involving motor accident victims. When accident cases are not treated in a timely manner, the image of the Organization is at risk. Therefore, one post of Claims Assistant (Field Service) is requested to help accelerate the processing of the current backlog and to ensure that in future, the Operation does not accumulate a backlog of write-off cases, and to expedite the processing of third-party claims.

67. The Records Management Unit is responsible for archiving and for training administrative assistants on advanced methods for archiving and records management. With the growth in Operation activities, the Unit is overwhelmed with a backlog of over 1 million pages of documents for archiving. In addition to this accumulation, the Operation is generating more than 10,000 pages of documents a week, which a Unit manned by a single staff cannot handle. A post of Information Management Assistant (national General Service staff) is therefore proposed to assist in the archiving activities that have become a matter of priority for the Operation.

Integrated Support Services

International staff: Increase by 2 posts (P-3 and Field Service)

National staff: Increase by 3 posts and conversion of 7 temporary positions

United Nations Volunteer: Increase by 2 positions

Engineering Section

International staff: Increase by 2 posts (P-3 and Field Service)

National staff: Conversion of 7 general temporary assistance positions to posts (national General Service staff)

United Nations Volunteer: Increase by 2 positions

68. With the implementation of the Ouagadougou Political Agreement, the Engineering Section will be engaged in dismantling 24 existing camps and constructing 6 new camps at Dabakala, Issia, Divo, Adzope, Boundialli and Guiglo. Although the implementation of the Ouagadougou Political Agreement is to be carried out within the 2007/08 financial period, the provision of engineering support in dismantling and constructing new camps will continue in 2008/09 and in order to comply with environmental guidelines, detail surveys need to be carried out for these sites in order to identify the environmental and social impacts of construction. One Environmental Engineer (P-3) is therefore proposed, who will guide UNOCI to predict environmental impacts at an early stage, find ways and means to reduce adverse impacts, shape the construction to suit the local environment; guide the Operation during its liquidation phase to ensure that the Operation's activities do not leave behind an environmental impact on the host nation leading to allegations or claims against the Organization; keep continuous liaison with other United Nations

agencies, local authorities and non-governmental organizations, on environmental issues and accordingly, advise the Operation on mitigation measures; establish a list of potentially hazardous installations within the Operation (for example, petrol stations or a warehouse storing flammables) in cooperation with fire marshals; investigate complaints or reports of pollution, contamination, health hazard and other environment-related incidents and recommend undertaking such measures as may be required to prevent or mitigate environmental problems; and be responsible for the implementation of the prevailing United Nations Environmental Guidelines in UNOCI so that appropriate measures can be taken against environmental impacts while constructing camps, dismantling structures, and rehabilitating roads, and garbage disposal and the disposal of hazardous materials.

69. With 80 sites in locations approximately 50 to 460 km away from sector headquarters in East and West, the Engineering Section in 2006/07 decided to set up seven maintenance locations, collocated in central sites, throughout the sectors for successful running of the maintenance operation with seven temporary Plumber (national General Service) positions approved for 2006/07. The plumbers at these locations carry out maintenance tasks for substantive sites and respond to the needs of the adjoining contingents camps. Engineering has explored the possibility of outsourcing these services, however, as the locations are far apart from each other, there is no local contractor in the market to provide this service. Therefore, with the functions being of a continuous nature, required until the final phase of the Operation, it is proposed to convert the seven temporary Plumber (national General Service) positions into fixed-term posts.

70. The Engineering Section has 239 United Nations-owned generators, 156 of which are installed, 27 are in the workshop for repair and 56 are deployed in the three Sectors Abidjan, Sector East and Sector West as backup. Currently, generator mechanics are confined to performing basic routine maintenance for all 156 installed generators distributed over approximately 80 locations. In the event that generators fail, backup generators are installed as replacement and defective generators are sent to the logistics base for repair. Owing to shortage of staff, these defective generators take on average two to three months for repair, which has caused a strain on the backup stocks. In addition, with the Operation entering its fifth year, 20 per cent of the installed generators are ageing and will need to undergo major overhauling in the next 9 to 12 months to ensure optimum serviceable life and efficiency as also recommended by the manufacturers.

71. In view of the above, the Engineering Section intends to establish a generator workshop at Koumassi Logistics Base, which will perform major servicing and overhauling of all generators used throughout the Operation. As generator repair and maintenance activities are complex in nature with no local expertise available in Côte d'Ivoire, it is proposed to establish the post of a Generator Mechanic (Field Service), who will work as a Supervisor of the Generator Workshop along with two proposed Generator Mechanics (United Nations Volunteers).

Transport Section

National staff: Increase of 3 posts (national General Service staff)

72. The introduction of 51 staff officers to the Sector West region as well as the implementation of disarmament, demobilization and reintegration operations has resulted in a substantial increase in the Sector West region vehicle fleet, which now comprises 207 vehicles, supported by 5 Vehicle Mechanics. These vehicles are located in various camps and mechanics are routinely flown out to far-reaching locations (Man, San Pedro, Odienne) to carry out maintenance and repair works. In order to respond to the increase in mechanical failures, it is proposed to strengthen Sector West with two Vehicle Technicians (national General Service staff). In addition, a Driver recruited on an individual contract to accommodate the daily transportation needs of staff in Yamoussoukro is proposed for conversion to a fixed-term post (national General Service staff). The proposed Driver (national General Service staff) will deliver correspondence documents and mail among the 5 sublocations in Yamoussoukro, chauffer visiting VIPs and accommodate daily transportation needs of United Nations passengers to and from the airport.

II. Planning assumptions and financial resources

A. Planning assumptions

1. Overall

73. The Operation's resource requirements are largely driven by resolution 1765 (2007), in which the Security Council requested UNOCI to support the full implementation of the Ouagadougou Political Agreement and endorsed the recommendations contained in the thirteenth progress report of the Secretary-General on UNOCI (S/2007/275). In line with those recommendations, during the first phase, 69 international staff have been redeployed from Abidjan to the regions, with 25 staff redeployed in Sector East, 33 staff redeployed in Sector West and 11 staff redeployed in Yamoussoukro.

74. The Operation in its review of human resource requirements also took into account the support being provided by the skilled workers outsourced to a private company in Côte d'Ivoire. These skilled workers play a crucial role in supporting the Operation. The majority of the activities they perform are core function activities that should be performed by established posts. However, to reduce the costs, the Operation has decided to establish a task force that would look into improving the conditions of service of the private contractors, so that they are better placed to function and meet the Operation's needs.

75. In a bid to support the full implementation of the Ouagadougou Political Agreement, the military had to reorganize its redeployment to suit a new concept of operations. This implied dismantling and building of new camps for the military and to date, UNOCI has closed nine camps at Kossandougou, Bettie, Totokro, Kokpingue, Brobo, Loguale, Diourozoun, Gohitafla and Sandégué, while no new camps have been opened. Although the implementation of the Ouagadougou Political Agreement, which includes the dismantling of existing camps and establishment of new camps, is to be carried out in 2007/08, the provision of hard-wall accommodation to the new redeployment sites, security enhancement work and

other infrastructure work will be implemented in 2008/09 by transferring existing installations from sites to be closed. To support the restoration of the State administration, the Operation must vacate several government buildings it had occupied to allow for the return of civil servants in the north of the country, and instead new sites will be identified and constructed. In addition, the coverage of Radio ONUCI will be enhanced to reach all parts of the country in explaining the Ouagadougou Political Agreement to the citizens of Côte d'Ivoire.

76. As UNOCI enters the fifth year of operations, 80 per cent of all buildings and infrastructure will have to be refurbished. Additionally, the current maintenance contract for the integrated mission headquarters in Abidjan will expire in 2007/08. By the terms of the contract, UNOCI will take over the responsibility of maintaining the integrated mission headquarters in Abidjan effective 1 July 2008. As UNOCI moves towards environmental awareness and compliance to guidelines in line with Department of Peacekeeping Operations standards, various environmental-related upgrade works in existing facilities and infrastructure are also anticipated. Additionally, 20 per cent of UNOCI equipment will have to undergo major overhaul to increase their service life and efficiency, in addition to the normal preventive and routine maintenance of existing installations.

77. UNOCI has implemented the menu plan-based provisioning of rations to military and formed police unit personnel. This system provides flexibility, choice of dietary preferences, and control measures guided by a calorie-based system as opposed to prescribed quantity and value entitlements. The implementation of this new system has resulted in enhanced satisfaction of troop-contributing countries along with a cost savings of 19 per cent per man-day of rations supply.

2. Regional mission cooperation

78. The three missions in West Africa, UNOCI, UNMIL and UNIOSIL, as well as UNOWA, continue to work together and cooperate in a number of areas, including organizing joint training programmes between UNOCI and UNMIL; UNOCI security staff supporting UNIOSIL in the repair and operation of the X-ray security machines at the airport in Lungi and at the helipad at mission headquarters, UNOCI maintaining a satellite link with UNMIL as a backup to United Nations Logistics Base in Brindisi connectivity and the Operation planning to assist UNMIL with a series of microwave links to establish Internet services and to share a possible leased line to United Nations Logistics Base in Brindisi via Côte d'Ivoire; UNOCI providing UNOWA with communications equipment and continuing to provide technical assistance; and the Operation supporting the UNOWA aviation cell based in Dakar, Senegal, through full management support for its light passenger aircraft. For the period from September 2006 to August 2007, the Operation completed 11 flights for UNMIL, 2 flights for UNIOSIL, 6 flights for the Special Courts for Sierra Leone and 3 flights upon the request of Department of Peacekeeping Operations/United Nations Headquarters. Those flights were of different types, including VIPs, logistics, liaison and CASEVAC. Different aircraft were used for the task, including Lear Jet-55 and Dash-7. A total of 99 hours were flown, which represents a substantial part of the UNOCI normal aviation operations with the trend expected to continue during 2008/09.

3. Partnerships, country team coordination and integrated missions

79. In order to ensure that the full concept of "integrated mission" is achieved, the Operation holds meetings, once a month at the managerial level and twice a month at the technical level, with the United Nations country team; and has also held a joint retreat with the country team to discuss programmes, which will ensure an integrated approach in the implementation of the Ouagadougou Political Agreement and Security Council resolution 1765 (2007). The Operation has also developed a joint harmonized programme of work with the establishment of a Framework for Coordination that is presided over by a Strategic Coordination Group consisting of all UNOCI heads of section as well as the heads of agencies. This framework is supported by a Strategic Planning Cell, located in UNOCI headquarters and comprising planners from both UNOCI and the United Nations country team. With the peace process at a critical stage as well as the fast pace at which events are unfolding and the challenges involved in providing practical support in the implementation of the Ouagadougou Political Agreement, the Operation and the country team have acquired a more proactive stance and adjusted their activities in line with resolution 1765 (2007) and the Ouagadougou Political Agreement. Monthly meetings of the Strategic Coordination Group give strategic direction to the operations of the United Nations in Côte d'Ivoire, while thematic groups meet on a weekly basis to deal with the operational support that the United Nations gives to the implementation of the Ouagadougou Political Agreement.

80. The Operation continues to provide support to the United Nations country team in a number of areas, such as the use of air assets, ground transportation in the distribution of scholastic material and humanitarian needs. Little over 10 per cent of passengers carried by UNOCI aircraft were from United Nations agencies (UNDP, WFP, Office for the Coordination of Humanitarian Affairs, UNICEF and FAO). UNOCI has established memorandums of understanding with UNICEF, WFP and the Office for the Coordination of Humanitarian Affairs for the provision of ground fuel and there is growing interest from other agencies for these services. Aviation fuel is also being provided by UNOCI to all inter-mission flights in and out of the Operation, with UNOCI having adequate fuel reserves that could be used to assist and enhance inter-mission relationships.

4. Efficiency gains

81. The cost estimates for the period from 1 July 2008 to 30 June 2009 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Military contingents and formed police units	4 593.0	Implementation of a new rations contract with revised pricing structure, which includes transportation, refrigeration and warehousing costs, resulting in 19 per cent average reduction compared to last year. The new contract also replaces the old quantity-based ordering system with calories-based ordering system
Military contingents and formed police units	2 307.0	Implementation of a new strategy for rotation of contingents and formed police units from ECOWAS, Morocco and Jordan, through United Nations-chartered B-757, shared with UNMIL, as opposed to rotating these military contingents and formed police units through commercial charters
Total	**6 900.0**	

5. Vacancy factors

82. The cost estimates for the period from 1 July 2008 to 30 June 2009 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2006/07*	*Budgeted 2007/08*	*Projected 2008/09*
Military and police personnel			
Military observers	3.0	3.0	2.0
Military contingents	1.2	1.0	1.0
United Nations police	12.5	10.0	7.0
Formed police units	6.1	3.0	1.0
Civilian personnel			
International staff	18.6	15.0	15.0
National staff	8.0	7.5	11.4
United Nations Volunteers	(8.1)	20.0	10.0
Temporary positions[a]			
International staff	62.5	15.0	—
National staff	100.0	6.0	—

[a] Funded under general temporary assistance.

83. No delayed deployment factor is applied for temporary positions in 2008/09 as costing is based on the proposed number of work-months for international and national temporary positions. An increase in the deployment of United Nations police personnel is anticipated during 2007/08; accordingly, a 7 per cent delayed deployment factor is applied in 2008/09. The increase in the vacancy rate for national staff is due mainly to the difficulty in attracting candidates with suitable qualifications and experience for National Officer posts. The Operation is increasing its effort to identify qualified candidates for the recruitment of National Officers.

B. Financial resources

1. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2006/07)	Apportionment (2007/08)	Cost estimates (2008/09)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	10 006.1	9 943.6	10 222.4	278.8	2.8
Military contingents	185 688.6	192 574.6	181 650.9	(10 923.7)	(5.7)
United Nations police	18 548.9	20 205.4	21 772.9	1 567.5	7.8
Formed police units	17 613.4	19 715.9	18 009.4	(1 706.5)	(8.7)
Subtotal	**231 857.0**	**242 439.5**	**231 655.6**	**(10 783.9)**	**(4.4)**
Civilian personnel					
International staff	58 210.5	68 003.7	63 590.2	(4 413.5)	(6.5)
National staff	12 161.0	15 015.1	16 443.6	1 428.5	9.5
United Nations Volunteers	9 953.4	8 135.3	11 100.3	2 965.0	36.4
General temporary assistance[a]	713.9	316.9	558.7	241.8	76.3
Subtotal	**81 038.8**	**91 471.0**	**91 692.8**	**221.8**	**0.2**
Operational costs					
Government-provided personnel	216.0	404.6	371.5	(33.1)	(8.2)
Civilian electoral observers	—	—	—	—	—
Consultants	163.0	301.9	111.0	(190.9)	(63.2)
Official travel	3 469.6	2 742.6	2 756.0	13.4	0.5
Facilities and infrastructure	50 645.9	46 925.1	43 353.6	(3 571.5)	(7.6)
Ground transportation	16 367.1	10 645.0	14 730.4	4 085.4	38.4
Air transportation	31 869.0	38 499.8	46 977.4	8 477.6	22.0
Naval transportation	4.9	72.4	55.2	(17.2)	(23.8)
Communications	15 264.0	17 503.4	22 420.7	4 917.3	28.1
Information technology	4 134.0	2 593.9	5 693.1	3 099.2	119.5
Medical	5 278.4	6 996.8	7 221.6	224.8	3.2
Special equipment	2 847.0	3 658.5	3 885.9	227.4	6.2
Other supplies, services and equipment	6 619.4	5 601.6	5 133.2	(468.4)	(8.4)
Quick-impact projects	995.5	1 000.0	1 000.0	—	—
Subtotal	**137 873.8**	**136 945.6**	**153 709.6**	**16 764.0**	**12.2**
Gross requirements	**450 769.6**	**470 856.1**	**477 058.0**	**6 201.9**	**1.3**
Staff assessment income	7 597.9	9 165.2	9 750.1	584.9	6.4
Net requirements	**443 171.7**	**461 690.9**	**467 307.9**	**5 617.0**	**1.2**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**450 769.6**	**470 856.1**	**477 058.0**	**6 201.9**	**1.3**

[a] Reflects the realignment of the cost of temporary positions funded under general temporary assistance from operational to civilian personnel costs.

2. Non-budgeted contributions

84. The estimated value of non-budgeted contributions for the period from 1 July 2008 to 30 June 2009 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	956.0
Voluntary contributions in kind (non-budgeted)	—
Total	**956.0**

[a] Inclusive of land and buildings.

3. Training

85. The estimated resource requirements for training for the period from 1 July 2008 to 30 June 2009 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	111.0
Official travel	
Official travel, training	1 169.0
Other supplies, services and equipment	
Training fees, supplies and services	77.0
Total	**1 357.0**

86. The number of participants planned for the period from 1 July 2008 to 30 June 2009, compared to previous periods, is as follows:

(Number of participants)

	International			*National staff*			*Military and police personnel*		
	Actual 2006/07	*Planned 2007/08*	*Proposed 2008/09*	*Actual 2006/07*	*Planned 2007/08*	*Proposed 2008/09*	*Actual 2006/07*	*Planned 2007/08*	*Proposed 2008/09*
Internal	316	1 132	1 298	70	1 262	1 471	—	5 048	4 808
External[a]	—	182	210	—	32	11	9	14	7
Total	**316**	**1 314**	**1 508**	**70**	**1 294**	**1 482**	**9**	**5 062**	**4 815**

[a] Includes United Nations Logistics Base and outside the mission area.

87. The training programme developed by the Operation is designed to strengthen the substantive and technical skills as well as to upgrade the leadership, management and organizational skills of international and national staff. Training will be provided to the military and police personnel of the Operation mainly on local languages and United Nations official languages.

4. Quick-impact projects

88. The estimated resource requirements for quick-impact projects for the period from 1 July 2008 to 30 June 2009, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2006 to 30 June 2007 (actual)	995.5	58
1 July 2007 to 30 June 2008 (approved)	1 000.0	40
1 July 2008 to 30 June 2009 (proposed)	1 000.0	40

89. The dismantling of the former zone of confidence and activation of the green line will change UNOCI troops framework operations from a static to reactive posture with fewer troops performing static missions and more troops patrolling over the area of responsibility. Accordingly, UNOCI is implementing a strategy to increasingly regionalize its activities across the country. As part of this process, it has been recognized that a renewed programme of quick-impact projects is an essential element in building confidence and goodwill among local populations for whom the United Nations presence is yet to have an impact. Support through these projects for social cohesion and community infrastructure will allow UNOCI to better contribute to expected peace dividends in Côte d'Ivoire and it is envisaged that approximately 40 quick-impact projects will be implemented in East, West and South Sectors. Through rehabilitation of schools and health centres, repair of water pumps and roads, training and sensitization activities, contribution of income-generating activities, especially for vulnerable groups such as women, youth and displaced persons, the projects will focus on building and restoring confidence, reconciliation and cohesion within the Ivorian social fabric and producing an improved mutual understanding between the local population and UNOCI.

5. Contingent-owned equipment: major equipment and self-sustainment

90. Requirements for the period from 1 July 2008 to 30 June 2009 are based on standard reimbursement rates for major equipment (wet and dry lease) and self-sustainment in the total amount of $74,321,900 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	37 367.1
Formed police units	5 020.5
Subtotal	**42 387.6**
Self-sustainment	
Facilities and infrastructure	16 038.8
Communications	7 583.4
Medical	4 426.2

Special equipment	3 885.9
Subtotal	**31 934.3**
Total	**74 321.9**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	1.80	14 March 2004	—
Intensified operational condition factor	1.90	14 March 2004	—
Hostile action/forced abandonment factor	1.50	14 March 2004	—
B. Applicable to home country			
Incremental transportation factor	0.0-4.25		

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military observers	$278.8	2.8%

- **Cost parameters: change in mission subsistence allowance rate**

91. The variance under this heading is attributable mainly to the upward revision of the first 30 days' mission subsistence allowance rate from $140 per day to $191 per day effective 1 February 2007.

	Variance	
Military contingents	($10 923.7)	(5.7%)

- **Management: reduced inputs and same outputs**

92. Lower requirements are due mainly to the implementation of a new rotation strategy for rotation of military contingents from ECOWAS, Morocco and Jordan through United Nations-chartered B-757, shared with UNMIL, as opposed to rotating these contingents through commercial charters.

93. In addition, implementation of a new rations contract with revised pricing structure, which includes transportation, refrigeration and warehousing costs; and the exclusion of 120 field headquarters staff officers receiving mission subsistence allowance and 279 gendarmes receiving meal allowance also contributed to reduced requirements.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent of $100,000.

	Variance	
United Nations police	$1 567.5	7.8%

- **Cost parameters: change in mission subsistence allowance rate**

94. The variance under this heading is attributable mainly to a reduction in the delayed deployment factor from 10 per cent in the 2007/08 budget period to 7 per cent for the 2008/09 budget period. In addition, the upward revision of the first 30 days' mission subsistence allowance rate from $140 per day to $191 per day effective 1 February 2007 also resulted in additional requirements.

	Variance	
Formed police units	($1 706.5)	(8.7%)

- **Management: reduced inputs and same outputs**

95. Lower requirements are due mainly to the implementation of a new strategy for the rotation of formed police units personnel through United Nations-chartered B-757 passenger aircraft, shared with UNMIL, as opposed to rotating these units through commercial charters.

96. In addition, implementation of a new rations contract with revised pricing structure, which includes transportation, refrigeration and warehousing costs, also contributed to reduced requirements.

	Variance	
International staff	($4 413.5)	(6.5%)

- **Management: additional inputs and outputs**

97. The variance under this heading is attributable mainly to the withdrawal of hazardous duty allowance for Abidjan, Daloa, Bouaké, Yammasoukro and San Pedro effective 16 May 2007.

98. The estimates are based on the phased deployment of the 23 additional international staff proposed for 2008/09 and an application of a 15 per cent vacancy rate for continuing posts. Salary scales derived from the mission-specific average expenditure by staff category and grade level in the 2006/07 financial period have been used in the computation of estimated requirements.

	Variance	
National staff	$1 428.5	9.5%

- **Management: additional inputs and outputs**

99. The variance under this heading is attributable mainly to the proposed establishment of 77 additional posts, comprising 4 National Professional Officers and 61 national General Service staff and proposed conversion of 12 general temporary assistance positions (see para. 102 below). The estimates are based on a phased deployment, after September 2008, of the additional staff and reflects the application of a 25 per cent vacancy rate for National Professional Officers and 10 per cent vacancy rate for the national General Service staff. The estimated resource requirements are based on the National Officer category A, step V, and

national General Service category G-4, step IV, salary scales, and include hazardous duty station allowance.

	Variance	
United Nations Volunteers	$2 965.0	36.4%

- **Management: additional inputs and outputs**

100. Higher requirements are attributable mainly to the 17 additional international United Nation Volunteer positions proposed for 2008/09. In addition, the reduction in the vacancy rate from 20 per cent in the 2007/08 budget period to 10 per cent for the 2008/09 budget period also resulted in higher requirements.

	Variance	
General temporary assistance	$241.8	76.3%

- **Management: additional inputs and outputs**

101. The variance under this heading is attributable mainly to two proposed Electoral Officer positions (P-4 and P-3) and one proposed Conduct and Discipline Team position of Operations/Report Officer (P-3). The change in policy of recording mission subsistence allowance for temporary positions under general temporary assistance as opposed to international staff also resulted in higher requirements.

102. The higher requirements are partially offset by the proposed conversion of 12 national General Service staff positions to posts.

	Variance	
Government-provided personnel	($33.1)	(8.2%)

- **Management: reduced inputs and same outputs**

103. The variance is attributable mainly to the provision of a 10 per cent delayed deployment factor in the proposed budget as compared to the zero per cent delayed deployment factor used in 2007/08.

	Variance	
Consultants	($190.9)	(63.2%)

- **Reduced inputs and same outputs**

104. The reduced requirements reflect the Operation's strategy to use in-house expertise as opposed to hiring external consultants for staff training in areas such as people and performance management, supervisory skills, negotiation skills, conflict resolution and mediation, and supply.

	Variance	
Facilities and infrastructure	($3 571.5)	(7.6%)

- **Management: reduced inputs and same outputs**

105. Reduced requirements under facilities and infrastructure are attributable mainly to lower requirements under self-sustainment; reduced requirements under rental of premises mainly due to closure of staff officers accommodation facility

resulting from the change in entitlements; and lower provision for security and safety equipment; and no requirement for prefabricated facilities or fuel tanks and pumps.

106. The reduced requirements are partly offset by higher provision under maintenance services for fuel disbursement-related services owing to the implementation of the 24-hour manning contract and implementation of the Fuel Log system; and higher provision for field defence supplies for the protection of United Nations facilities and installations.

	Variance	
Ground transportation	$4 085.4	38.4%

- **Management: additional inputs and outputs**

107. The variance under this heading is attributable mainly to higher requirements under fuel, oil and lubricants to support the upcoming elections, the disarmament, demobilization, repatriation, resettlement and reintegration and the identification process during the 2008/09 budget period. Based on the prior-period fuel consumption patterns, the basis for the proposed requirements for vehicle fleet reflect the standard consumption rate of 10 litres per day for United Nations-owned vehicles and 15 litres per day for all types of contingent-owned equipment vehicles resulting in more realistic requirements under ground transportation.

	Variance	
Air transportation	$8 477.6	22.0%

- **Management: additional inputs and outputs**

108. As explained above under military contingents and formed police unit budget lines, higher requirements are attributable mainly to the rotation of military contingents and formed police unit personnel through United Nations-chartered B-757 passenger aircraft, as opposed to rotating these contingents through commercial charters. While the resulting costs represent the increase in requirements under the air transportation budget line, the Operation will realize net efficiency gains estimated at $2.3 million by reducing reliance on commercial carriers. In addition, the increase in the contractual cost of the AS-330 Puma helicopter to replace the S-61N helicopter and provision for positioning, repositioning and painting costs of military helicopters also contributed to higher requirements.

	Variance	
Naval transportation	($17.2)	(23.8%)

- **Management: reduced inputs and same outputs**

109. The reduced requirements under this heading are attributable to the lower daily consumption rate of fuel per boat provided for two marine boats.

		Variance
Communications	$4 917.3	28.1%

- **Management: additional inputs and outputs**

110. The variance under this heading is attributable mainly to higher requirements under public information services, including outreach campaigns, media monitoring and development, and radio programming to support the upcoming elections, the disarmament, demobilization, repatriation, resettlement and reintegration and the identification process during the 2008/09 budget period. In addition, the planned extension of UNOCI radio coverage to the entire territory of Côte d'Ivoire requires strengthening of the Operation's radio network for wider coverage and better signal, thereby resulting in higher requirements for the acquisition of radio broadcasting equipment.

111. Additional requirements under communications also result from the planned acquisition of various items of communications equipment to replace faulty and/or obsolete equipment, and for additional staff and vehicles included in the budget proposal.

		Variance
Information technology	$3 099.2	119.5%

- **Management: additional inputs and same outputs**

112. The variance is attributable mainly to provision for the replacement of desktop computers, laptops and uninterruptible power supply units; and procurement for servers and backup systems. In addition, estimates reflect acquisition of printer cartridges for 747 desktop printers and 168 network printers, and provision for centrally managed licences not included in the 2007/08 estimates.

		Variance
Medical	$224.8	3.2%

- **Management: additional inputs and same outputs**

113. Additional requirements under medical supplies relate to provisions for the purchase of various types of vaccine stocks to prevent viral diseases.

		Variance
Special equipment	$227.4	6.2%

- **Management: additional inputs and same outputs**

114. The variance under this heading is attributable mainly to additional requirements for the reimbursement of troop-contributing countries for self-sustainment based on signed memorandums of understanding and the use of a 1 per cent delayed deployment factor for formed police units as compared to 3 per cent used in 2007/08.

	Variance	
Other supplies, services and equipment	($468.4)	(8.4%)

- **Management: reduced inputs and same outputs**

115. The variance under this heading is attributable mainly to reduced requirements for training fees, supplies and services, lower provision for uniforms, flags and decals reflecting adequate stocks procured during 2007/08, and no provision for rations, as rations procured during 2007/08 came with a three-year shelf life.

IV. Actions to be taken by the General Assembly

116. **The actions to be taken by the General Assembly in connection with the financing of UNOCI are:**

(a) **Appropriation of the amount of $477,058,000 for the maintenance of the Operation for the 12-month period from 1 July 2008 to 30 June 2009;**

(b) **Assessment of the amount of $38,472,419 for the period from 1 to 30 July 2008;**

(c) **Assessment of the amount of $438,585,581 at a monthly rate of $39,754,833 should the Security Council decide to continue the mandate of the Operation.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolution 61/276 and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

(Resolution 61/276)

Decisions and requests to the Secretary-General	*Action taken to implement decisions and requests*
Section II: Budgeting and budget presentation	
When submitting future budget proposals and performance reports, include information on the most significant management decisions relating to the mission's budget and its implementation, including those related to operational costs (para. 2).	Implemented. Resource planning assumptions indicating most significant management decisions relating to the Operation's proposed budget and its implementation have been included in the budget.
Budget submissions should reflect management improvements and efficiency gains to be achieved and present future strategies in that regard (para. 4).	Implemented.
Take further steps towards improving budget assumptions and forecasts and report thereon to the General Assembly at the second part of its resumed sixty-second session (para. 5).	Implemented in the context of the proposed 2008/09 budget.
Improve control over obligations due to the significant increase in the cancellation of prior-period obligations (para. 6).	Implemented. Monthly review is undertaken by Self Accounting Units with a view to validate and take action on prior-period obligations.
Section III: Results-based budgeting	
Integrate operational, logistical and financial aspects fully in the planning phase of peacekeeping operations by linking results-based budgeting to the mandate implementation plans of peacekeeping operations (para. 2).	Implemented. The proposed 2008/09 resource requirements are derived from the Operation's mandate. The Operation established a Budget Review Committee with all component heads to finalize the results-based budgeting frameworks as derived from the mandate implementation plan.
Section VII: Staffing, recruitment and vacancy rates	
Make greater use of national staff, as appropriate, commensurate with the requirements of the mission and its mandate (para. 3).	Implemented. After an in-depth analysis of the Operation's Budget Review Committee, 4 international posts are proposed for conversion to national posts in the 2008/09 budget proposal.

Ensure that vacant posts are filled expeditiously (para. 4).	Implemented. All vacant posts and proposed new vacancies are being closely monitored and a short- to medium-term plan established to fill vacancies within a specific time frame. Furthermore, an active Roster (especially for national staff) is being created to fill vacancies promptly and reduce the time frame for recruitment.
Review the staffing structure of missions on an ongoing basis, bearing in mind, in particular, the mission's mandate and concept of operations, and reflect this in budget proposals, including full justification of any additional posts proposed (para. 5).	Implemented. The Operation's Budget Review Committee conducted a thorough review of the vacancies to determine which posts have been vacant for quite some time. Recommendations have been made to redeploy, abolish, or create new posts with different profiles to meet the Operation's mandate. Furthermore, a redeployment exercise has been conducted whereby staff from different sections were redeployed to the Sectors to strengthen capacity in the field to meet the Operation's mandate.
Section IX: Training	
Provide professional development opportunities for national staff and fully include them in all relevant training programmes (para. 2).	Implemented. The proposed 2008/09 budget includes an increase in the number of in-mission training courses where national staff can avail themselves of professional and technical development opportunities equally with international staff and UNVs.
Section XIII: Air operations	
Improve the formulation of resource requirements for air operations in budget submissions to make them more reflective of actual operations, bearing in mind the overbudgeting of air transportation requirements in some peacekeeping operations (para. 3).	Cost estimates for air operations are based on long-term contracts and on actual market prices for fuel, ground handling and air navigation services and reflect cost increases driven by market conditions.
When reviewing their transportation requirements, missions must take into account means that are efficient, cost-effective and responsive to their operational needs and that ensure the safety of their personnel and take fully into account the unique mandate, complexities, specificities and operational conditions of each mission (para. 4).	Flight scheduling is now done within the security measures of both Air Operations and the Security Section with utmost importance given to the safety of all personnel/passengers who board aircrafts.
Conduct aviation quality inspections and aviation assessments to confirm that established standards are being fully complied with (para. 6).	Implemented. Aviation quality assurance is a mandatory requirement set out by the Department of Field Support. At the operational level, it is implemented in the form of on-the-job-training and recurrent training of aviation personnel, internal quality inspections and audit and quarterly air carrier performance evaluation reports submitted to United Nations Headquarters.

Section XVIII: Quick-impact projects	
Quick-impact projects should be implemented with minimal or no overhead charges in order to ensure that the maximum amount is spent for the direct benefit of the local population (para. 5).	Quick-impact projects have been implemented without overhead charges through local partners.
Funding for quick-impact projects for the third year of a mission and beyond may be requested if there is a requirement for confidence-building activities, in which case a needs assessment should be conducted (para. 6).	Funding request for quick-impact projects is based on a needs assessment. In accordance with the needs assessment, efforts and actions by UNOCI need to stay continuous to effectively sustain the peace process, and avoid negative feelings and frustration that may arise and alter the implementation of the Ouagadougou Political Agreement. In this post-crisis period and in the framework of Ouagadougou II and III, UNOCI needs to continue identifying and implementing confidence-building activities for the population and demonstrate its role in terms of contributing to peace restoration and maintaining stability through actions aimed at enhancing community development and promoting social cohesion and reconciliation. Therefore, quick-impact projects funding is critical to the Operation.
Coordination with humanitarian and development partners should be made in order to avoid duplication and overlap of activities between missions and humanitarian and development partners in the field (para. 7).	Implemented. The United Nations country team and Office for the Coordination of Humanitarian Affairs are members of the UNOCI Quick-impact Project Review Committee to ensure better allocation of resources and avoid duplication.
Mission budgets allocated for quick-impact projects should not be used to finance humanitarian and development activities already being carried out by United Nations agencies or other international organizations (para. 8).	Implemented. The UNOCI Quick-impact Project Review Committee examines, reviews and approves projects submitted by quick-impact projects secretariat through agreed quick-impact projects standard operation procedure.
Section XX: Regional coordination	
Develop and implement regional coordination plans aligned to the objectives of missions, keeping in mind the specific mandate of each mission (para. 2).	Implemented (para. 78).
Section XXI: Partnerships, country team coordination and integrated missions	
Provide, in the context of the budget submissions of complex integrated peacekeeping missions, a clear description of the role and responsibility of missions vis-à-vis integrated mission partners as well as the strategies of the missions for enhancing coordination and collaboration with United Nations country teams in order to achieve better results under relevant components (para. 2).	Implemented (para. 79 and 80).

B. Advisory Committee

(A/61/852)

Request	*Response*
Results-based budgeting	
The results-based framework should be clearly linked to the mandate of the mission established by the Security Council and the resources requested. Indicators of achievement should permit measurement of the results achieved. As requested by the General Assembly in its resolution 59/296, they should also reflect, where possible, the mission's contribution to the expected accomplishments and objectives, and not those of Member States (para. 14).	The Operation's results-based frameworks are derived from its mandate and reflect its mandated tasks. In this regard, the Operation organized a comprehensive training session with all component heads to finalize the results-based budgeting.
Financial management	
The Committee renews its call for more accurate forecasting of requirements and for stricter control over obligations (para. 27).	Implemented. Obligations are being reviewed on a monthly basis and adjusted as required.
Military	
The Committee recommends that greater efforts be made to use realistic assumptions in the preparation of budget estimates for military costs (para. 30).	Implemented. Delayed deployment factor adjusted to reflect the Operation's experience.
The Committee recommends that the amounts obligated for military costs be kept under review to avoid excessive unused obligations (para. 31).	Implemented.
The Committee encourages the Secretary-General to explore ways of reducing the rotation element of military costs in the future. In order to facilitate its consideration of this question in the future, the Committee requests that data on rotation costs be provided in the context of its review of future performance and budget reports (para. 32).	Implemented. Rotation costs are based on historical data and market prices. Cost reductions are realized through use of United Nations-chartered B-757 for rotation of military contingents and formed police units as opposed to using commercial charters.
The Committee requests that the adequate provision of good quality rations be borne in mind while concluding the global contract on rations and looks forward to receiving information on this issue in the proposed budgets of peacekeeping operations (para. 34).	Implemented. The Operation is conducting, as required, inspections to confirm adherence to food ration specifications. By April 2008, the Department of Field Support intends to have in place a global inspection agency to be used by all missions, on an as required basis, to inspect contractors supply chain.
Civilian personnel	
The Committee recommends that missions focus on reducing vacancies before requesting increases in their staffing tables (para. 36).	The Operation has established a short- to medium-term plan to fill vacancies within a specific time frame. Furthermore, an active Roster (especially for national staff) is being created to fill vacancies promptly and to reduce the recruitment time frame.

Gender balance	
The Committee expects that due attention will be given to maintaining an appropriate gender balance in selections at the senior management level, and to improving the gender balance at all levels (para. 42).	The Operation is committed to improve the gender balance for both national and international staff.
Greater use of national staff	
When making proposals for an increase in the number of national staff, it is imperative that all missions identify functions that are being taken over by such staff from international staff. This exercise is particularly important in the post-conflict peacebuilding stage (para. 46).	Implemented in the context of the 2008/09 budget proposal.
Operational costs	
Training	
While it recognizes the importance of training to enhance the effectiveness of missions, the Committee considers that further steps should be taken to make training programmes more cost-effective and relevant to the needs of each mission. Travel for training should be reduced by emphasizing training of trainers and fully exploring the possibilities for videoconferencing and e-learning (para. 48).	Integrated Mission Training Centre has been increasing training activities on professional development within the Operation, where national staff members are strongly encouraged to participate. Technical training activities are also being organized within the Operation in cooperation with other sections, such as Communications and Technology Service, security and medical team for both national and international staff in order to cut travel and training costs and benefit more staff. E-learning is also highly encouraged and websites where staff can avail themselves of e-learning were broadcast.
In view of the increasing role of national staff and the need to build national capacities and provide professional development opportunities for national staff, the Committee considers that national staff should be fully included in relevant training programmes (para. 49).	Implemented.
Air operations	
The Committee requests that, in cases of significant increases in expenditure or contractual arrangements for aircraft, complete explanations, including any mitigating actions taken by the mission or by Headquarters, be provided in future budget proposals (para. 51).	Implemented (para. 109).
Travel	
The Advisory Committee notes with concern that expenditure on travel greatly exceeded budgetary provisions in a number of missions. The Committee recommends that travel requirements be properly	The increase in travel is due to the within-Operation travel of staff. The Operation has now developed an E-Movement of Personnel database in order to monitor travel as well as negotiated rates with local

budgeted and that travel expenditures be kept within approved provisions (para. 55).	hotels to ensure the most economical use of funds.
Quick-impact projects	
The Committee considers that quick-impact projects can be a valuable tool for strengthening the links of missions with the local population. It is also important to bear in mind that quick-impact projects should be implemented with minimal or no overhead charges so as to ensure that the maximum amount is spent for the direct benefit of the local people (para. 57).	Quick-impact projects have been implemented without overhead charges through local partners.
Regional cooperation	
The Advisory Committee welcomes initiatives in regional and inter-mission cooperation, which include activities relating to aviation safety, medical services, air operations, a strategic air operations centre, air medical evacuations and a coastal freighter, and intends to monitor their effectiveness in the context of the budget proposals for the period 2008/09 (para. 62).	Implemented in the context of the 2008/09 budget proposal.
A/61/852/Add.12	
The Advisory Committee encourages UNOCI to implement the Board's recommendations (A/61/5, vol. II, paras. 187, 188, 196) in a timely manner and to make all possible efforts to reduce its high ratio of vehicle accidents and speeding violations (para. 34).	Implemented. UNOCI has reduced its speed limit, conducted vigorous safe-driving campaigns, improved the test for issuance of driver's licence and taken action to punish violators of the speed limit. These efforts have reduced the rate of vehicle accidents by more than 30 per cent.

C. Board of Auditors

(A/61/5 (Vol. II))

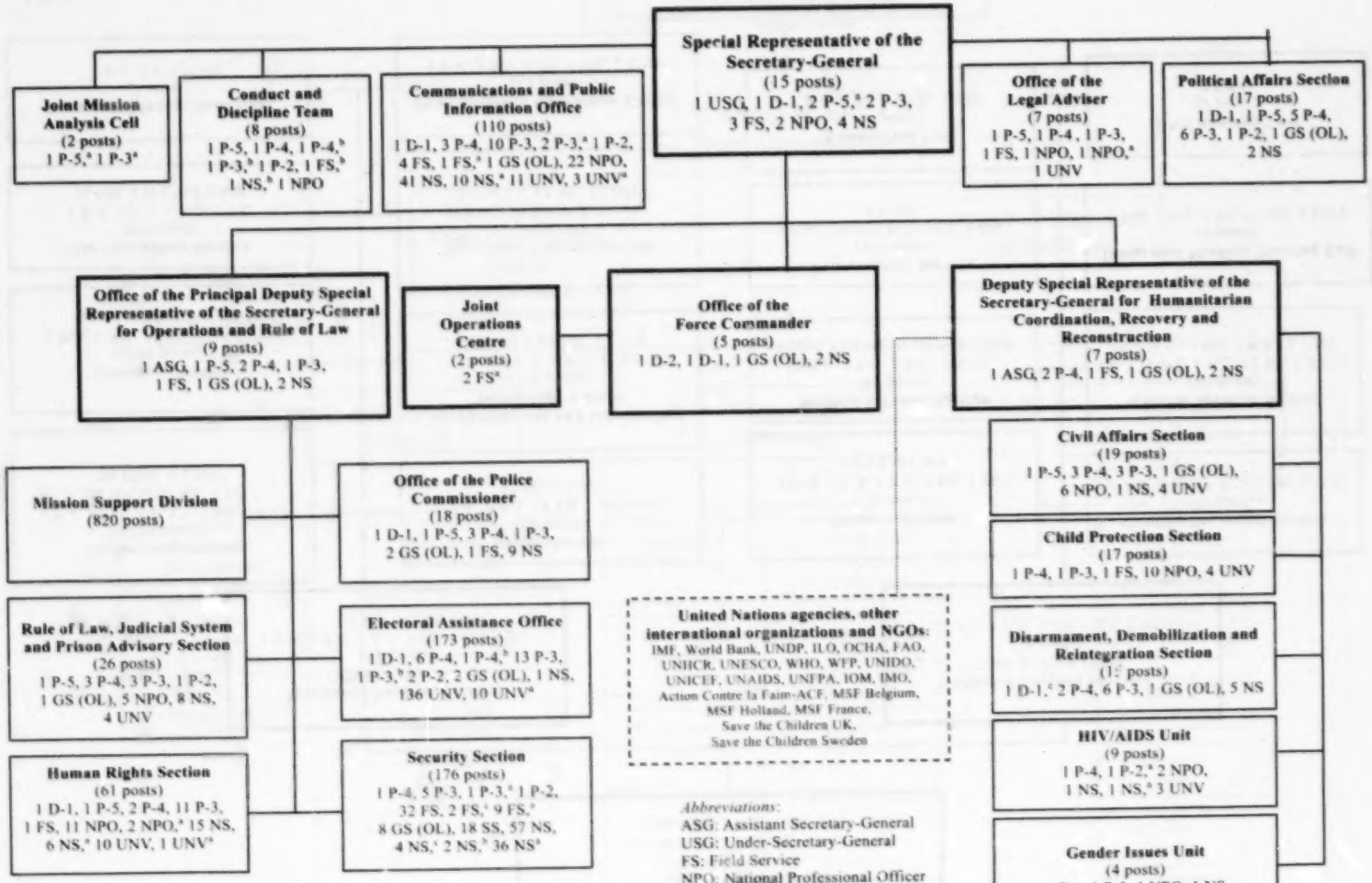
Request/recommendation	*Action to implement request/recommendation*
At UNOCI, the Board noted that internal purchase orders were still being used as obligating documents for unliquidated obligations in 2005/06. The Board recommends that the Department of Peacekeeping Operations ensure (i) strict adherence to sections 105.7 and 105.9 as they relate to the criteria for recognition of unliquidated obligations; and (ii) obligations are duly certified and approved by authorized officials (paras. 43 and 45).	Implemented. The Operation is in full compliance with the financial rules.
The Board noted that controls over petty cash at UNMEE, MINURSO, UNOMIG and UNOCI were not always applied (para. 64).	Implemented.

At UNOCI, the annual purchasing plan for 2005/06 was submitted to United Nations Headquarters for a total of $85 million. This submission did not include two sections (information office and security section). UNOCI was unable to produce any formal United Nations Headquarters approval of the annual purchasing plan. The Board reiterates its previous recommendation that the Department ensure proper procurement planning (paras. 106 and 108).	Implemented. UNOCI has submitted its complete acquisition plan for the 2007/08 financial year.
The Board reviewed the level of procurement training provided during 2005/06 and made the following observation: At UNOCI, appropriate training assistance had not been provided since April 2005 (para. 111 (c)).	Implemented. UNOCI's training budget approved for 2007/08 includes $149,000 for procurement training.
At UNOCI, 11 contracts were awarded after expenditure had been incurred for a total of $4,311,284, compared with 7 such cases (for $1,210,898) in the previous year. The Board reiterates its previous recommendation that the Administration monitor ex post facto submissions to ensure adequate justification and accountability for delays (paras. 122 and 124).	Implemented. UNOCI has taken action to limit the occurrence of ex post facto cases. During 2006/07, there were only 4 cases for a total of $173,000.
At UNOCI, the Head of Administration delegated his purchasing authority to the Chief Procurement Officer without the possibility to sub-delegate. However, the Board noted that the Chief Procurement Officer had delegated his authority to his assistant in a memorandum dated 30 January 2006. As a result, the assistant approved 231 purchase orders for a value of $11 million during the year (para. 129).	Implemented. The Operation is in full compliance with the rules on delegation of authority for procurement activities.
The Board noted that in UNMIK, UNMIS and UNOCI there was an uneven usage of vehicles of the same category owing to the lack of implementation of the vehicle rotation policy. The Board recommends that the Department enforce the vehicle rotation policy (paras. 171 and 172).	Implemented. The Operation completed rotation of its vehicle fleet in June 2007.
At UNOCI, the physical inventory had not been completed by the end of the 2005/06 financial period (para. 205).	Implemented. The Operation has conducted 100 per cent of the physical inventory. A number of items remain unverified and the Operation is taking action to verify them.
UNOCI had developed a workplan that partially dealt with the human resources objectives in global terms such as reducing the rate of job vacancies, improving the male/female balance and the geographical distribution of personnel. UNOCI had not defined any clear and precise objective in areas such as replacing international personnel with local personnel, mobility,	Implemented. In September 2007, UNOCI completed its human resource workplan that establishes targets for achieving different benchmarks.

and training and recruiting process performance (para. 302).	
Women are still underrepresented at UNOCI. Although the gender distribution had improved since 2004/05 for international personnel, with a 33 per cent rate for women, it remained far below the rate recorded at 30 June 2004 (36 per cent) and far from the objective of 50:50 (para. 315).	UNOCI is making all efforts to improve gender distribution. Some modest improvement (2 per cent) was recorded during the 2006/07 financial year.
The Board noted that $782,440, representing 82 per cent of the quantity approved over the year, had been approved during the final four months of the budget year, which could have a negative impact on the monitoring and control of the quick-impact projects. Regarding execution, the Board also noted delays in the execution of projects. As at 12 September 2006, only 13 of the 85 approved projects had been completed in a timely manner. The Board recommends that the Department establish a monitoring mechanism to ensure that quick-impact projects are implemented in accordance with approved budget, terms and conditions, project milestones and performance expectations (paras. 370 and 372).	The implementation of the recommendation is ongoing.

Organization charts

A. Substantive offices

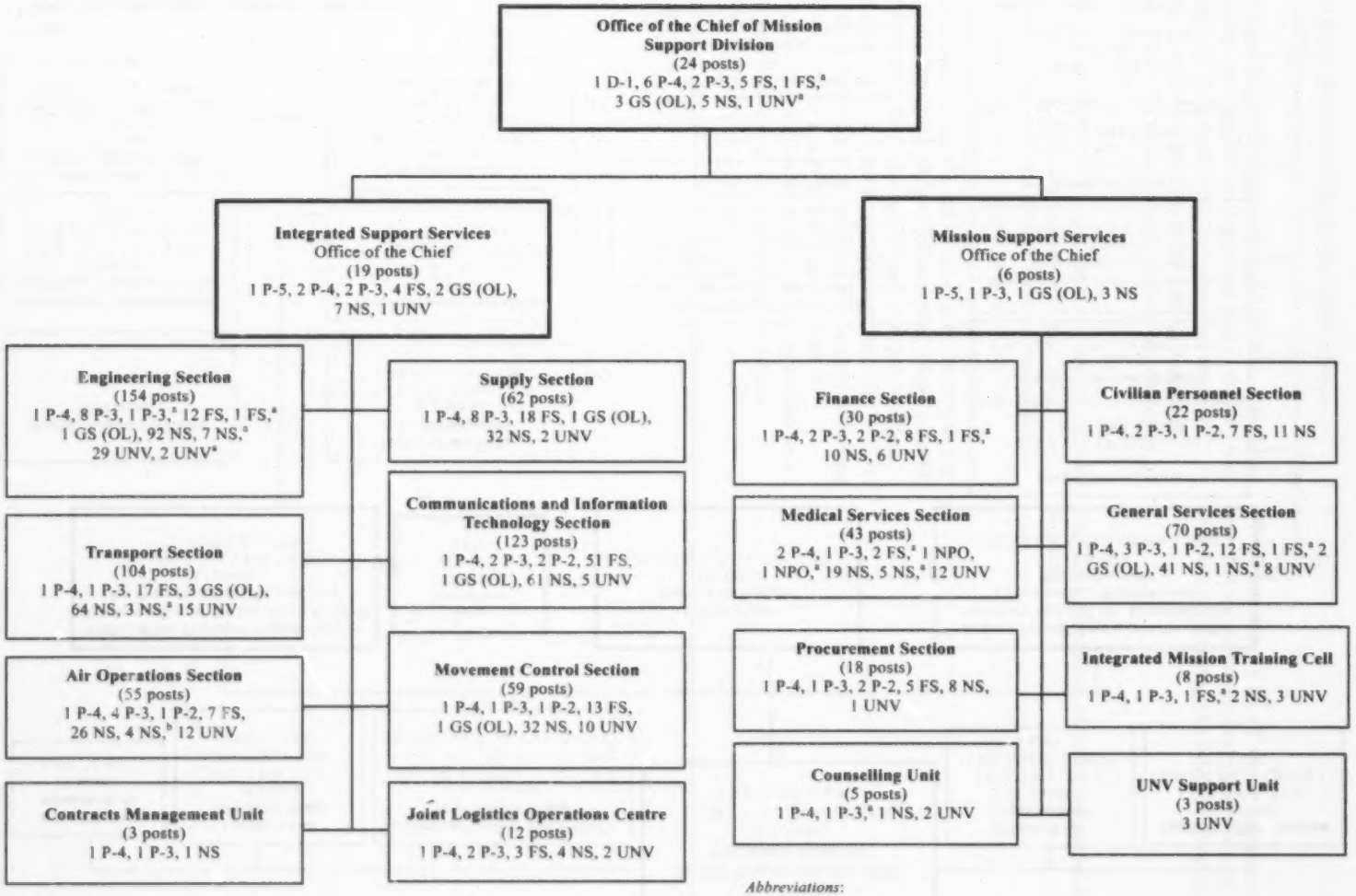


[a] New.

[b] Provided under general temporary assistance.

[c] Reclassified.

B. Mission support offices

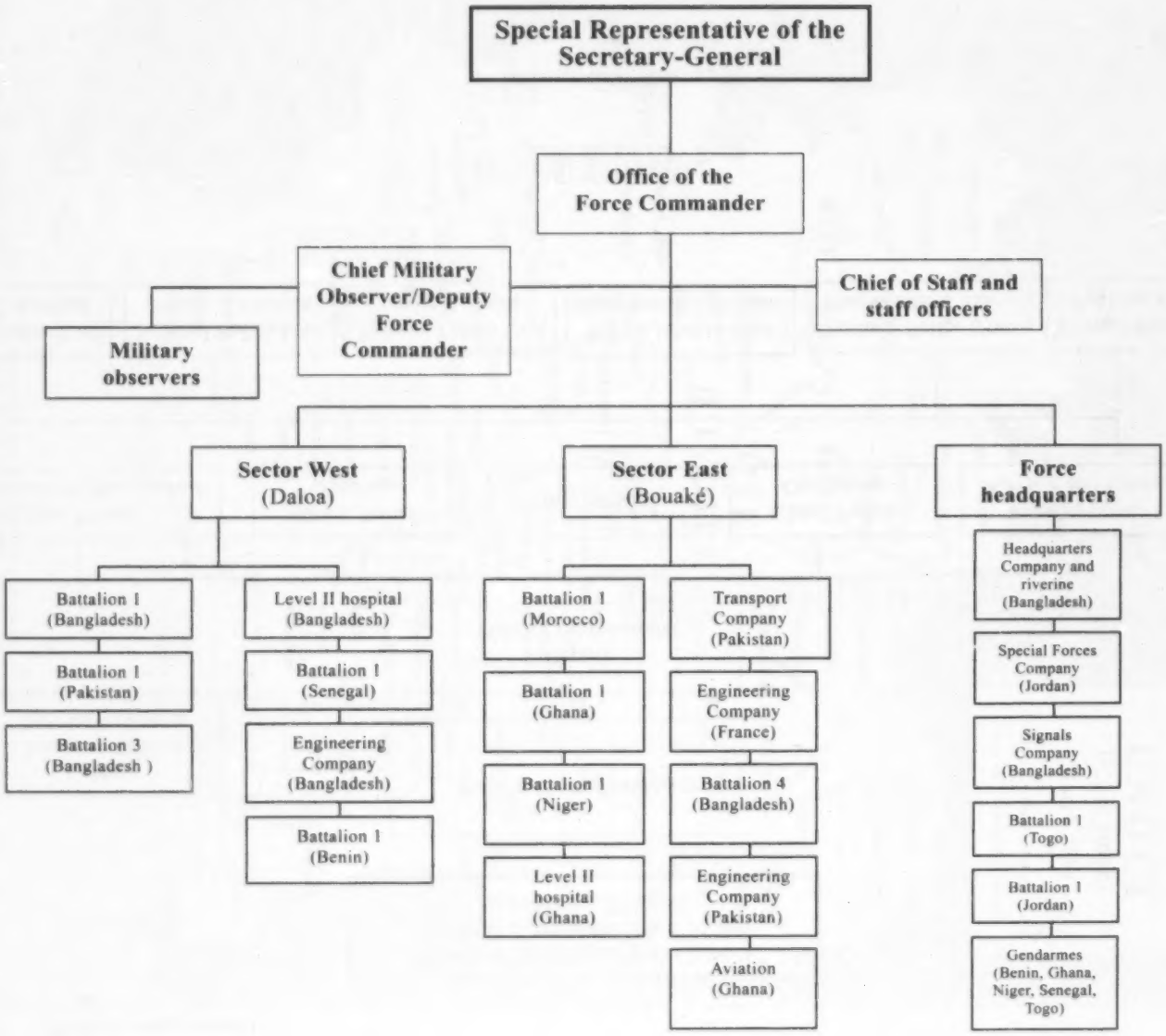


[a] New.

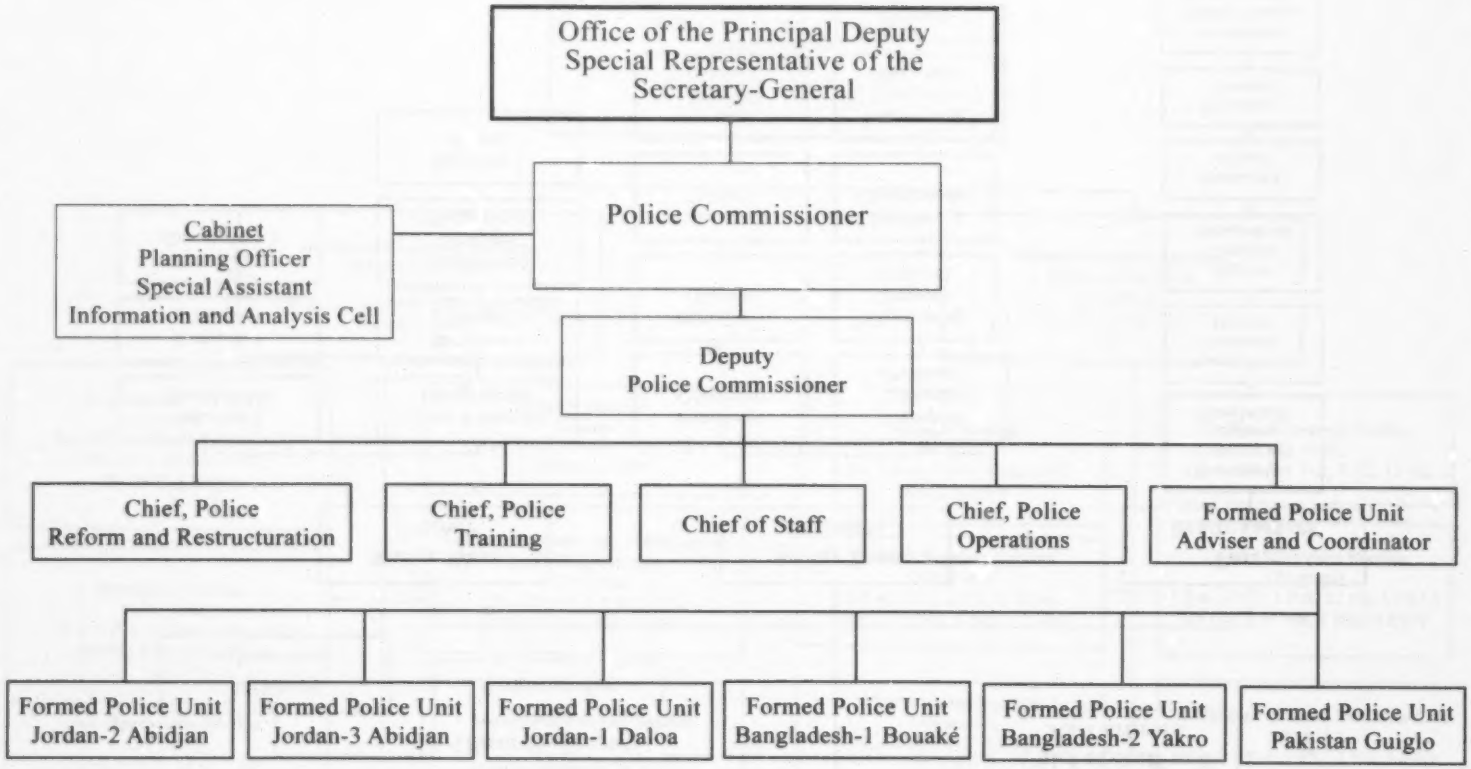
[b] Provided under general temporary assistance.

Abbreviations:
FS: Field Service
GS (OL): General Service (Other level)
NPO: National Professional Officer
NS: National General Service Staff
SS: Security Service
UNV: United Nations Volunteers

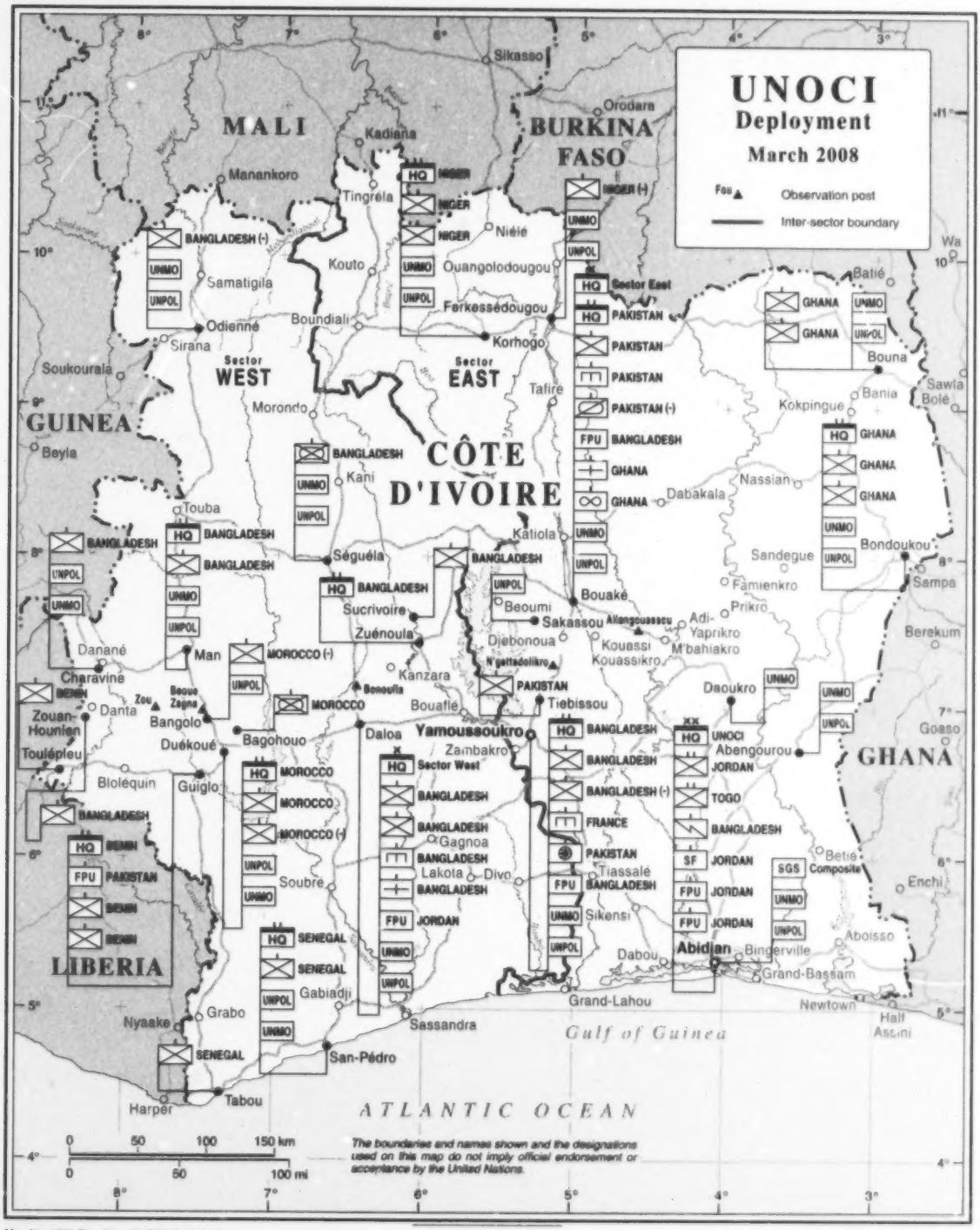
C. Military component



D. Police component



Map



Map No. 4220 Rev. 21 UNITED NATIONS
March 2008

Department of Field Support
Cartographic Section